

PARKS AND RECREATION MASTER PLAN UPDATE





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Prepared by:



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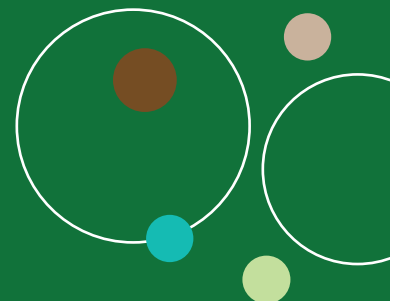
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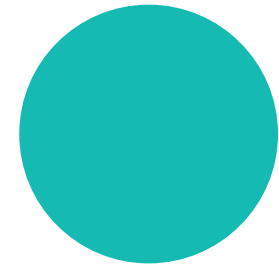
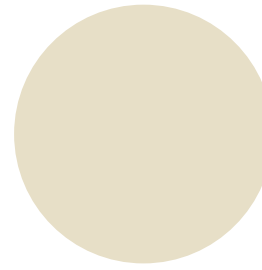
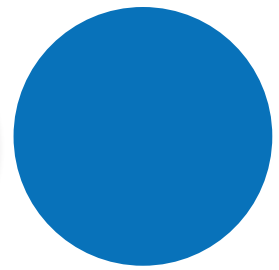
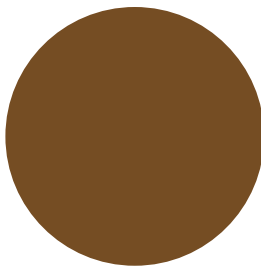
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I.0 EXECUTIVE SUMMARY



Glendale Parks and Recreation Department completed a Master Plan in 2002 that has guided the Department in meeting the needs of the community for the last eight years. This plan was a blend of ambitious and prudent actions to position the City of Glendale as a recognized provider of quality parks and recreation opportunities to its residents. Obtaining the Commission for Accreditation of Park and Recreation Agencies (CAPRA) in 2009 is a testament to the success of the Department in utilizing best practices and being a leader in the field of public parks and recreation.

The City of Glendale continues to grow and evolve in its diversity of residents and community needs that are served by the Parks and Recreation Department. This Master Plan Update has been completed as a part of the process that keeps the Department aligned with the needs and interests of residents, as well as, the resources available to support its operations. The foundation of the Consultant Team's approach was a comprehensive public participation process which engaged people through a variety of input processes. This Update does not attempt to redefine the role or functionality of the Department, but refine the approach that parks and recreation facilities and services play as a part of the quality of life in Glendale.

OBJECTIVES OF THE MASTER PLAN UPDATE

- o Identify current and future community priorities and needs
- o Update maintenance, safety and care standards for existing/new amenities and facilities
- o Identify potential new revenue/funding sources and partnerships
- o Identify operational efficiencies for existing parks, facilities and program services
- o Establish capital and operating cost estimates and potential funding sources
- o Identify potential land acquisition and easement opportunities to preserve open space
- o Ensure open space and trail systems are accessible and continuous throughout the community

A VISION FOR THE FUTURE

The foundation of this Master Plan Update was a comprehensive public input process to capture and understand the shared vision of the community for parks and recreation in the future. While not all residents agree on all aspects of the Glendale Parks and Recreation Department, its services and its function, there is a respectable consensus around the following:

- o The creative integration of art, culture and recreation is an underlying strategy for growing the appeal of the community and its economy.
- o The recreational needs of residents are the primary area of focus for the Glendale Parks and Recreation Department; while serving visitors from surrounding cities in a balanced format can help support the costs of programs and services to everyone.
- o Supporting the healthy lifestyles of residents and safety of neighborhoods through facility design, programs, partnerships and operational practices are common priorities.
- o The Department should find appropriate and innovative ways to improve revenue generation to support operating costs in order to become more financial sustainable.
- o The recreational needs of the community outpace facilities in the system in certain areas of Glendale, making upgrades and enhancements to site facilities a relevant priority in the near future.

All recommendations and strategies of this Master Plan Update have been aligned with these common visionary elements of the community.

Mission Statement

Engage residents and visitors in diverse opportunities to live, invest and play in the community

The core services of the Glendale Parks and Recreation Department are:

- o **Care of Infrastructure**
 - Parks, facilities, pools and trails
- o **Health and Prevention**
 - After-school programs, senior, adult, teen, youth and family wellness
- o **Safety**
 - Parks and facility supervision, maintenance and water safety
- o **Community Heritage & Preservation**
 - Conservation, historic preservation, parks and green space

WHAT IS MOST IMPORTANT TO RESIDENTS

- o Maintain and improve what we have
- o Complete what we've started
- o Expand our partnerships
- o Manage use and participation from non-Glendale residents through various means
- o Maintain diversity of programs and services
- o Maintain balance of facilities and programs in the community

KEY STRATEGIES

The strategies listed below were derived from extensive public input and participation in the Master Plan Update process and are intended to guide the Department in meeting community needs now and into the future. These strategies are featured in the Plan, as well as, more detailed tactics within each.

1. Maintain and enhance park and recreation facilities and programs to promote community interaction, healthy lifestyles and safety.
2. Update and utilize standards for development, design, operations and maintenance of park and recreation facilities.
3. Provide balance and consistency in delivery of programs and services by meeting the needs of the diverse community.
4. Manage park and recreation facilities and programs that support Department and City cost recovery goals and policies.
5. Maximize resources through partnerships that leverage facilities and open space development and program opportunities.

RECOMMENDED PRIORITIES

There are multiple recommendations featured and detailed throughout the Master Plan Update. The recommendations highlighted below are some of the more critical priorities for the Department to address in the near future.

- o Enhance the ability to take care of what we have through partnerships, contracting and streamlined means and methods

- o Understand the maintenance needs of the system (sites, facilities, infrastructure, etc.) in order to protect the quality of these assets for future planning and development
- o Improve awareness of facilities, services and programs available in the community
- o Complete the Western Area Regional Park
- o Support the development of a primary non-profit partner for fund development – conservancy, friends group or foundation
- o Establish and follow prudent standards for amenity development as the community grows
- o Expand or enhance the financial resources of the Department through multiple means

PRIMARY ACTION PLAN

The following actions are detailed and supported within this Master Plan Update as the recommended major areas of focus according to the priorities and interests of the community:

Initiate a partnership program to engage alternative providers in the community as a network of recreational opportunities in the City of Glendale

Develop programs that improve the health and lifestyles of residents

Enhance the quality and accessibility of youth programs

Improve the quality and diversity of programs for adults of all ages

Upgrade the quality and diversity of programs for residents with special needs

Utilize programs that promote safety in the community

Complete the Western Area Regional Park

Develop and improve shade structures/amenities in parks

Upgrade existing restrooms

Revitalize conditions of neighborhood parks

Improve existing and develop new trails, greenways and complete Trails Master Plan

SECONDARY/LONG-TERM ACTION PLAN

The following actions are detailed and supported within this Master Plan Update as the second tier of recommendations to achieve based on the priorities and interests of the community:

Endorse programs that celebrate the significance of natural and cultural resources of Glendale

Develop new programs that will engage families in recreational experiences

Maintain an appropriate balance of traditional (athletics, team sports, fitness, etc.) and non-traditional (BMX, skateboarding, rock climbing, etc.) sports and activities that are representative of community interests and predominant demands

Initiate programs that promote and draw tourism to the community and contribute to economic development

Improve existing and develop new playgrounds

Enhance and improve Thunderbird Conservation Park

Improve existing and develop new picnic areas and ramadas

Revitalize conditions of community and regional parks

Upgrade parking lots

Develop additional skate/BMX amenities as needed

Include additional aquatic facilities as needed

Construct additional multipurpose athletic fields as needed

Develop additional dog parks as needed

The priorities identified represent a preliminary ranking of order based on factors including: the needs of the community, opportunities and financial resources.

2.0 CURRENT MASTER PLAN DOCUMENTS



The previous *City of Glendale Parks and Recreation Master Plan* was completed in 2002 by Design Workshop, Inc. and adopted by City Council on February 26, 2002. The resulting Master Plan identified the recreational needs of the citizens of Glendale and recommended strategies/actions for meeting those needs by evaluating programs, facilities, services and operations to develop vision and action strategies for the community in the future. Through a public input process, the Master Plan intended to achieve realistic goals for the enhancement of the community's social, cultural and environmental well being. The goals of the 2002 Master Plan were to:

- o Provide an equitable distribution of park and recreation amenities that enhance the quality of life in the community
- o Offer opportunities for Glendale residents to participate in the design and planning of parks and facilities
- o Develop a system of linked open space that connect parks and recreational opportunities to neighborhoods, schools, community amenities and employment centers
- o Develop parklands, open spaces and facilities that improve the aesthetic appearance of the community and are compatible with the principles of sustainability and conservation of natural resources
- o Provide parks, open space, facilities and services that are safe for participants and City staff
- o Encourage cooperation between the Parks and Recreation Department, other public agencies and private entities as it relates to development, maintenance and shared use of recreational facilities and services
- o Provide high-quality parks and recreation facilities in a manner that is efficient, cost-effective and adds value to surrounding land uses

The previous planning effort found that the overall amount of parkland in Glendale met the minimum national guidelines recommended by the National Recreation and Park Association. However, the acreage of parkland developed for community parks (0.5 acres per 1,000 population) was below the national minimum guidelines (5 to 8 acres per 1,000 population).



The Master Plan also identified a gap in the distribution pattern for neighborhood parks located west of 59th Avenue between Northern Avenue and Olive Avenue. It pointed out that the southeast portion of the city was underserved by regional parks. Significant gaps in adult center services occur in all areas, except central Glendale. Gaps in aquatic center services occur in both the north and southwest portions of the city. There were very few open space trails that connect parks to neighborhoods. At the time, the city's park system included over 1,800 acres, which equated to approximately nine acres for every 1,000 residents. The 2002 Master Plan found that the City's greatest needs were:

- o Multi-purpose indoor recreational space for use by all age groups
- o Aquatic facilities
- o Athletic fields
- o Basketball courts
- o Neighborhood picnic areas and playgrounds
- o Renovations to existing parks, especially upgrades to meet ADA standards
- o Special Use Facilities
 - Environmental learning center
 - Equestrian center
 - Golf course
 - Programs for teens and older adults are needed. Multi-generation centers are needed in order to provide space for indoor programs for all age groups
 - Maintenance guidelines need to be improved

Based on the community involvement process and data findings, the 2002 Master Plan developed 24 action strategies for the department to make it a reality and recommended the construction of the following facilities:

- o Three multi-generation centers
- o Four aquatic facilities
- o 50 softball, baseball and soccer fields
- o 32 basketball courts
- o 15 playgrounds
- o Two outdoor adventure centers

The total cost to implement the recommendations outlined in the 2002 Master Plan totaled over \$142 million or an average of slightly more than \$14 million per year for 10 years. The most expensive improvements were the renovations of five existing older parks and four multi-generation regional centers. Athletic fields and aquatic facilities were also recommended improvements. In addition, basketball courts, an equestrian facility and the environmental learning center were also noted as other multi-million dollar facilities. In an effort to offset costs, the Plan identified a series of potential sources of revenue to help fund development of new or existing facilities, programs and maintenance.



● REVIEW OF THE 2002 MASTER PLAN RESULTS

● SERVICE LEVELS AND PLANNING PROCESS

The existing Parks and Recreation Master Plan has been the guiding document for planning and providing services to the community. This plan established the guidelines for the appropriate level of service to be provided by the Glendale Parks and Recreation system. These established guidelines were based on an evaluation of national standards and community input.

Using the Level of Service Guidelines from the 2002 Master Plan, existing parks and facilities were plotted on a map identifying their location and proximity to other parks and facilities. Proposed parks and facilities were then added to the appropriate areas where service levels were deemed to be lacking (See the *2002 Parks and Recreation Department Master Plan* by Design Workshop, Inc.).

Since the adoption of the 2002 Master Plan, approximately \$43 million in new parks and facilities have been completed. Sixteen new parks, three land acquisitions and five new facilities have been finished. In addition, another two phases of the Western Area Regional Park have been completed since 2002 (see map on pages 14 and 15 for current parks and facilities).

● PARK RENOVATION AND IMPROVEMENT PROCESS

Additionally, action strategies were recommended in the Master Plan to create a plan to renovate several parks annually based on community demographic needs. Funding for these efforts was identified in the capital improvement plan for park redevelopment. The park renovations were identified through the public input and Master Planning process. Typical renovations included turf and landscape upgrades, renovated irrigation systems, sport court repairs, playgrounds with shade covers, pathways, picnic ramadas and security lighting.

● FACILITY RENOVATION AND IMPROVEMENTS PROCESS

Funding for facility renovations and improvements was also identified in the capital improvement program. The renovation of facilities, such as: swimming pools, recreation centers, ramadas, playgrounds, restrooms, irrigation systems, sport courts and ball fields were prioritized through an annual assessment.

Since the adoption of the Parks and Recreation Master Plan, approximately \$12.5 million in major renovations and improvements have been completed. Twelve older parks have been renovated along with three pools and one special-use facility.

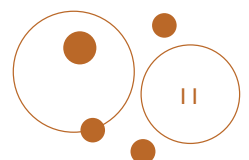
● FUNDING FOR CAPITAL IMPROVEMENT PROJECTS

In a 1999 voter authorization election, the community approved \$53,700,000 for Open Space and Trails, and \$57,187,800 for Parks and Recreation to fund various Capital Improvement Projects. Since adoption of the plan in 2002, significant park and recreation improvements have been completed. In a 2007 voter authorization election, the community approved an additional \$16,155,000 for parks and recreation projects and improvements. The current voter authorization remaining is \$50.5 million for Open Space and Trails, and \$14.6 million for Parks and Recreation Capital Improvement Projects.

● FUNDING FOR OPERATIONS AND MAINTENANCE

The largest portion of operation funding for park and recreation capital improvement projects are allocated through the General Fund. When a new park or facility project is proposed, operating funds are identified and funding is submitted through the supplemental request process. Operating funds allocated for park and facility maintenance may include supplies and contractual services, utilities, staffing, building maintenance, equipment maintenance, insurance, electrical service, vehicle maintenance, landscape maintenance, water and refuse services. In five fiscal years, prior to this Master Plan Update, operations and maintenance funding has increased by approximately 20%. A breakdown of the annual operation and maintenance funds spent for the past five fiscal years is listed below:

- FY 08-09: \$5.5 million
- FY 07-08: \$5.3 million
- FY 06-07: \$5.1 million
- FY 05-06: \$5.0 million
- FY 04-05: \$4.4 million



2002 MASTER PLAN

ACTION STRATEGY MAJOR ACCOMPLISHMENTS

NEW CONSTRUCTION

- | | |
|--|---|
| • Glendale Adult Center | • Orangewood Community Park |
| • Foothills Recreation and Aquatic Center | • Northern Horizon Community Park |
| • Rose Lane Aquatic Center | • Thunderbird Conservation Park (TCP) trailhead and trail |
| • Western Area Regional Park- X-Court and ramada pavilions | • TCP pedestrian bridge across 59th Ave. |
| • Tarrington Ranch Neighborhood Park | • Grand Canal Linear Park, trail and equestrian area |
| • Sunset Ridge Neighborhood Park | • Glendale Youth Sports Complex |
| • Paseo Neighborhood Park | |

RENOVATIONS

- | | |
|---|---|
| • Renovation of older neighborhood parks (e.g., El Barrio, Clavelito, Mary Silva, New World, Sunset Palms, Bicentennial, Butler, Montara, Murphy and Rose Lane) | • Improvement of Paseo and Foothills Sports Complex |
| • Restoration and improvement of Sahuaro Ranch picnic facility | • Improvement of Paseo Racquet Center court and facility |
| • Assessment and restoration of Sahuaro Ranch Historic Area structures | • Improvement of Thunderbird Paseo Linear Park restroom and trail signage |
| • Installation of Sahuaro Ranch Historic Area interpretive signage | • Installation of Hidden Meadows Park solar security lighting |
| • Improvement of parking lot and entrance at Thunderbird Conservation Park | • Renovation of O'Neil Park sportsfields through grant funding |
| • Improvement of Glendale Community Center | |

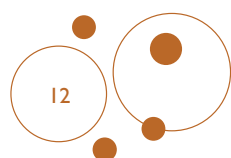
MAINTENANCE

- | | |
|---|---|
| • Established, updated and tracked maintenance standards | • Established an Adopt-a-Park and Trail program |
| • Developed and updated operational plans for each major park and facility annually | |

PROGRAMS AND PARTERSHIP

- | | |
|---|---|
| • Partnered with community organizations to offer programs at the Sahuaro Ranch Park Historic Area (Examples of organizations include: The Arizona Early Day Gas Engine and Tractor Association, Glendale Arts Council, Arizona Agriculture Day Planning Committee, Glendale Historical Society, Ballet Arizona, Arizona Artists Blacksmith Association and ASU West) | • Entered Intergovernmental Agreements with School Districts to develop park and sports field amenities |
| • Partnered with the Glendale Elementary School District to offer the G.E.O (Glendale Enrichment Opportunities) After School Program at five schools | • Established the Citizen Program Advisory Committee to address adaptive program needs |
| • Partnered with the Southwest Ambulance Organization to fund free swim lessons for City residents | • Began offering 24/7 Internet registration services |
| • Partnered with the Arizona Sports and Tourism Authority and Fiesta Bowl to fund construction of the Glendale Youth Sports Complex | |

*See Appendix for further accomplishment details



RECOGNITIONS AND AWARDS

NATIONAL AWARDS

- | | |
|---|--|
| • 2007 United States Tennis Association Facility of the Year (Paseo Racquet Center) | • 2005 Sports Illustrated Magazine Good Sports Community |
| • 2006 Prevention Magazine Best Walking City | |

NATIONAL RECREATION AND PARK ASSOCIATION (NRPA)

- | | |
|--|--|
| • Earned agency accreditation in 2009 (Less than 100 agencies are nationally accredited) | • Awarded youth football grant from NRPA in partnership with USA Football (one of only five in the U.S.) |
|--|--|

ARIZONA PARK AND RECREATION ASSOCIATION AWARDS - EXAMPLES

- | | |
|---|---|
| • 2008 Outstanding Educational Program Award (Sahuaro Ranch Park Historic Area) | • 2006 Outstanding Facility Award (Rose Lane Aquatic Center) |
| • 2008 Outstanding Facility Award (X-Court) | • 2006 Community/Neighborhood Special Event Award (Touch A Truck Event) |
| • 2008 Community/Neighborhood Special Event Award (GlendOberfest) | |

WESTMARC BEST OF THE WEST AWARDS

- | | |
|--|--|
| • 2009 Winner of Attractions, Destinations and Entertainment Award (Grand Canal Linear Park and Trail) | • 2007 Winner of Outstanding Contribution to the Community Award (Foothills Recreation and Aquatic Center) |
|--|--|

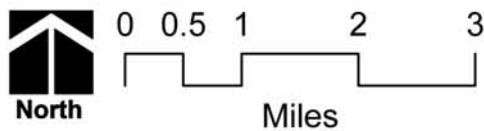


EXISTING PARKS AND FACILITIES MAP

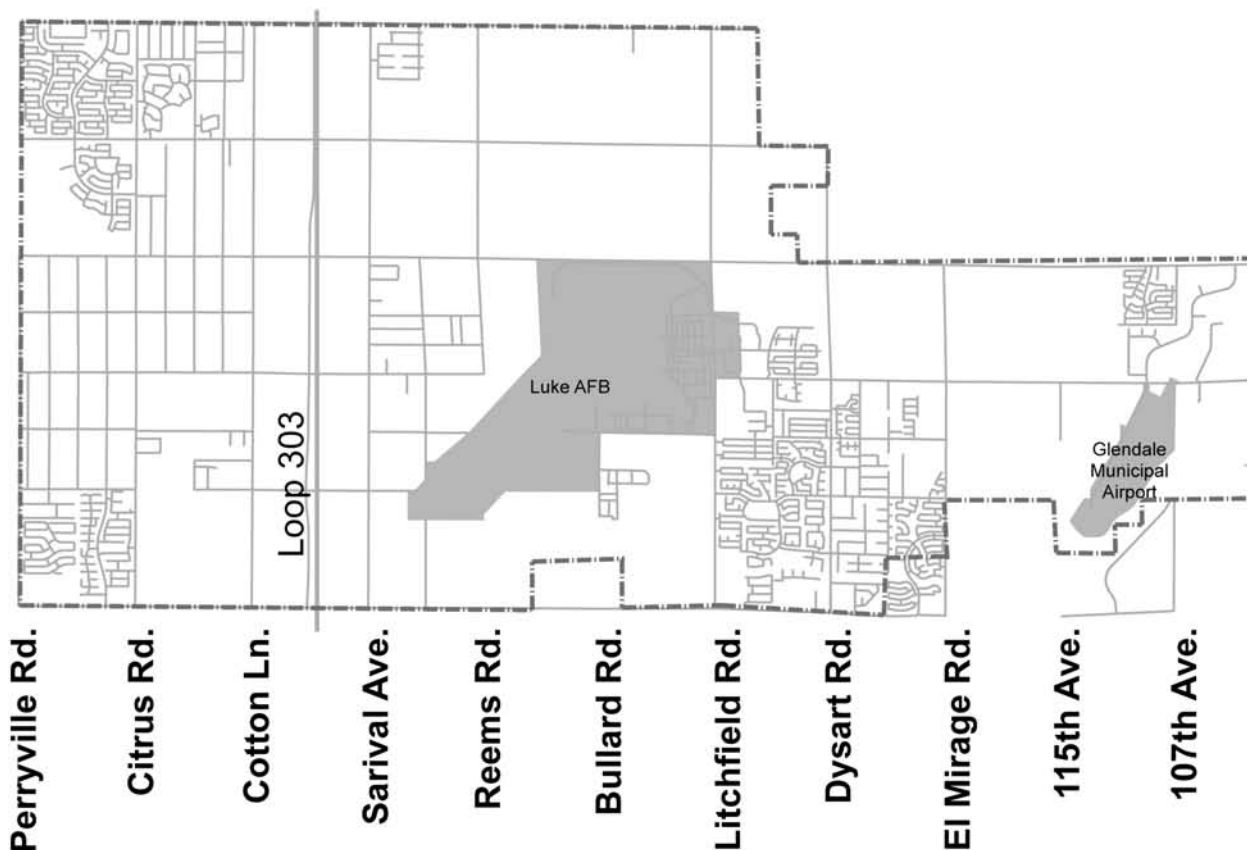
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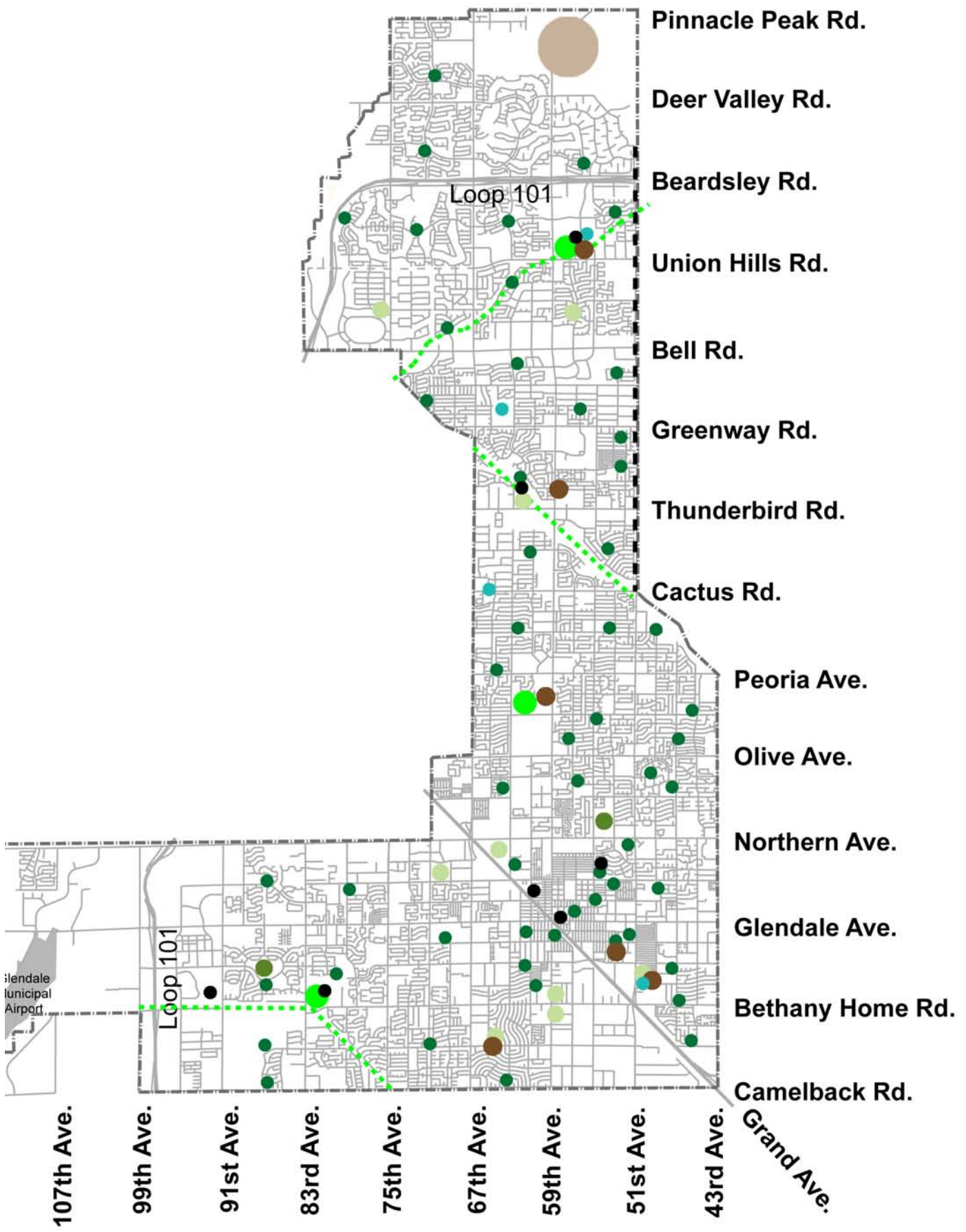


*This map is intended to illustrate the densities of existing City of Glendale facilities only. Refer to section 5.4 (Level of Service Analysis) for more detail regarding specific parks and facilities.



Base Map Source: City of Glendale Planning Department, Dec. 2009





One of the key components of any parks and recreation system are the linkages that a trail network provides within the community and to the surrounding region. A vibrant trails system enhances access to quality outdoor recreation and provides a variety of experiences by integrating equestrian, bicycling and walking opportunities into the City's infrastructure. Simply put, trails help create a comprehensive, well rounded parks and recreation system.

The opportunities provided by the many native and planned washes, rivers and canal corridors that exist in Glendale offer an unique opportunity to not only tap into viable sustainable transportation routes, but to preserve areas within sensitive wash and river corridors as open space. Trails can be used as a tool for resource protection. In addition to these opportunities there are the freeways and major arterials that can be designed for multi-modal transportation to enhance the overall connectivity of park facilities.

In 2005, The City of Glendale developed a comprehensive trails plan for the entire City. The initial draft of the resulting *Open Space and Trails Master Plan* was completed in May of 2005 by the firm of Todd and Associates. The Plan was organized into four elements which addressed the entire City planning area including the unincorporated lands west of the Agua Fria River to Perryville Road. It focused on trails and paths, pedestrians, open space and character elements as the guiding principles to ensure that the plan would:

- o Maximize connectivity
- o Maximize access
- o Improve safety
- o Respect or respond to the user
- o Stress importance of community character and identity
- o Protect the environment

The 2005 Master Plan utilized existing natural corridors such as rivers, creeks, drainage canals and built corridors, like freeways, canals and major arterials for trail alignments. The trails along these corridors were designed as a multi-modal off-street network to promote safety and ease of access to enable the greatest number of people to safely use the path and trail network with enjoyment. The layout and guidelines proposed created different facilities for a myriad of different users such as pedestrians, bicyclists and equestrians.

In addition to the trail and path elements, the 2005 Master Plan addressed open space for multiple purposes of passive recreation, visual quality, community character and wildlife protection. These elements are extremely important to the development of any master plan and their inclusion into that master plan effort was no different. Passive recreation spaces provide attractive open areas in a cost effective manner. Visual quality benefits the entire community by providing an unmistakable connection between residents and environment. Community character



emphasizes a continuous interaction with landmarks and cultural and historical focal points. Wildlife protection preserves the ecological network as well as diversity of native plant material.

During the development of this Plan, several projects were either underway or proposed in an effort to “close the gaps” in the City of Glendale and connect its major trails and park assets together along with the region as a whole. Some of the projects currently under development include:

- o Bicycle/pedestrian bridge under construction at 63rd Avenue and the 101 Freeway
- o Camelback to Northern Avenue trail along New River connecting to the City of Peoria trail system
- o Grand Canal Linear Park connection to Camelback Ranch ball-field
- o Old Northern Avenue (alignment) connecting Loop 303 to the Agua Fria River trail system

The goals and elements outlined within all of these past planning efforts have influenced the recommendations outlined in the pages of this Master Plan Update. Focusing on trails and their role in an overall parks and recreation system, this Plan identifies major corridors which will help connect the City of Glendale’s system to the larger regional trail system that is expanding throughout the Valley. While a separate Trails Master Plan could be updated and aligned with the goals/objectives outlined in this Master Plan Update, opportunities for additional collaboration through cooperative planning exist with the City of Glendale Transportation Department and the City of Glendale Bicycle Committee. These opportunities are critical for creating a well designed, well used and well maintained multi-modal transportation system.

The ideas for the City of Glendale’s trail system emphasized throughout this document include:

- o Optimizing existing trail resources
- o Concentrating resources on projects that link trails to surrounding municipality trail networks
- o Developing teaming opportunities with Irrigation Districts and the Maricopa County Flood Control District
- o Connecting parks with trails wherever possible
- o Providing safe routes to schools, parks and entertainment areas (i.e., University of Phoenix Stadium)
- o Pursuing grants as viable funding sources
- o Creating a comprehensive trails map which identifies connections to adjacent municipality trails, parks and open spaces
- o Collaboration with the City Transportation Department and the Bicycle Committee

The map on the following page illustrates the existing City of Glendale trail system and the opportunities which exist for connections to existing and planned trail systems with neighboring communities.



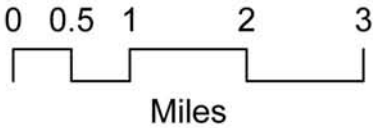
REGIONAL CONNECTIVITY

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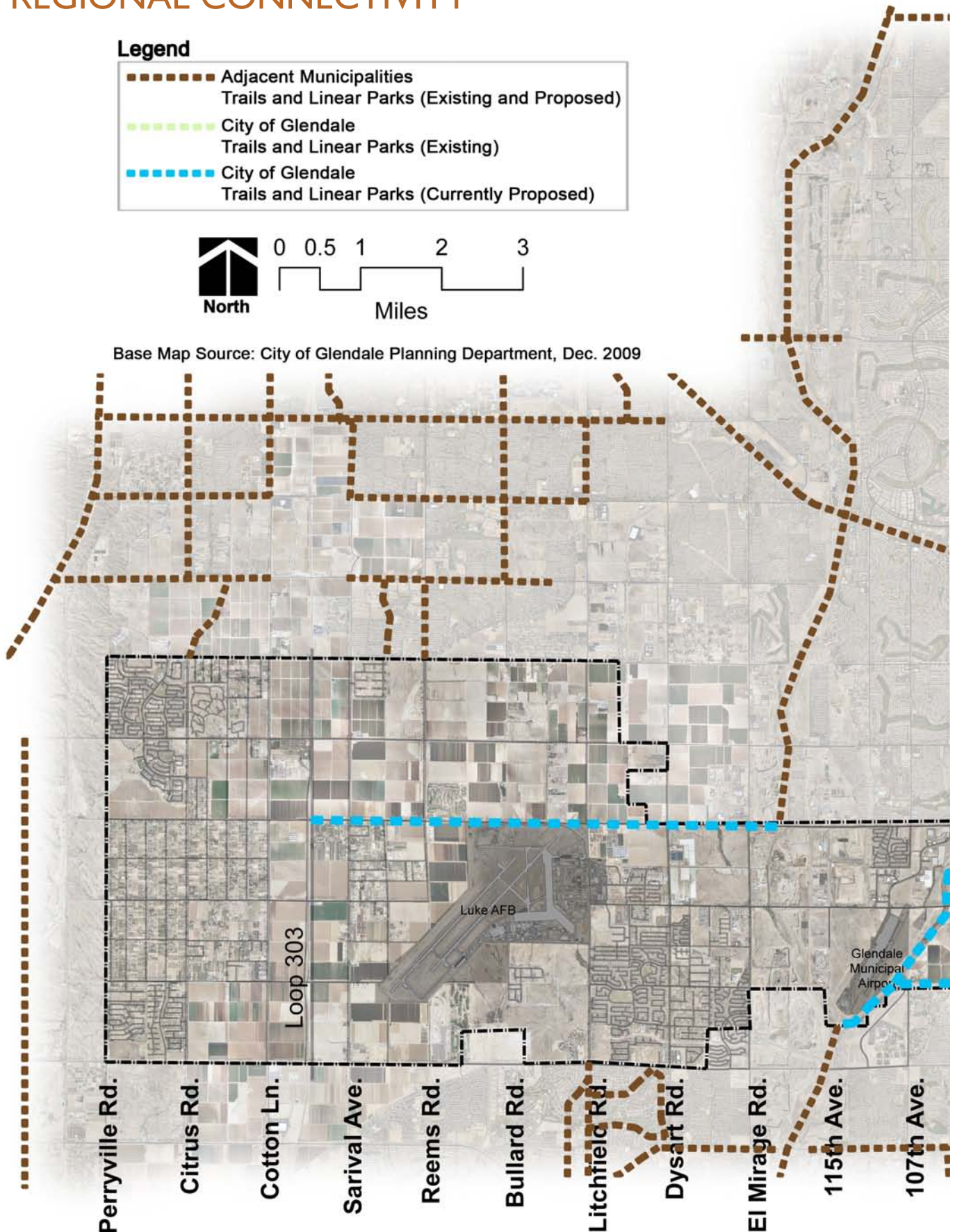
- Adjacent Municipalities
- Trails and Linear Parks (Existing and Proposed)
- City of Glendale
- Trails and Linear Parks (Existing)
- City of Glendale
- Trails and Linear Parks (Currently Proposed)



North



Base Map Source: City of Glendale Planning Department, Dec. 2009





3.0 MARKET ANALYSIS



The Market Analysis portion of this Master Plan Update begins with a basic review of the demographic profile of the community of Glendale, Arizona as well as some basic characteristics of the neighboring cities of Phoenix and Peoria. This analysis also includes a study of current and prevailing trends in the region, state and nation that are influencing park and recreation interests and preferences while working to differentiate between meaningful trends that should influence facilities and services versus short-term fads.

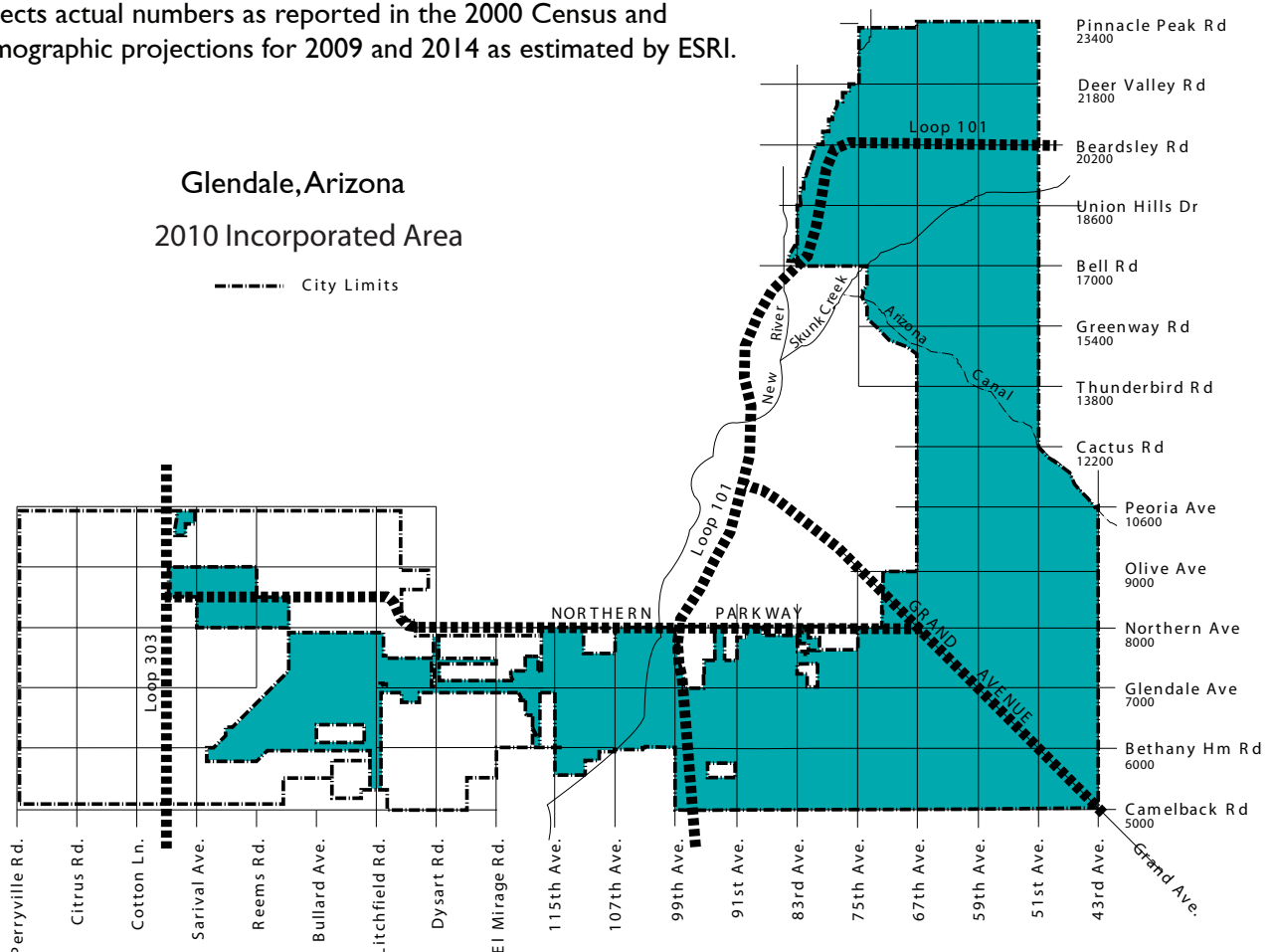
DEMOGRAPHICS

The demographic analysis provides a basic understanding of the population characteristics of the City of Glendale using both local data and that of renowned national databases. The analysis that follows identifies multiple demographic characteristics of interest for this project including:

- o Overall size of the City population by individuals, households, age segments and race
- o Economic status and spending power demonstrated by household income statistics
- o Prevailing discretionary spending behavior of City residents
- o Influence of demographic trends on recreation participation

METHODOLOGY

Demographic data used for the analysis was obtained from both the Environmental Systems Research Institute, Inc. (ESRI) and the City Planning Department of Glendale. ESRI is a renowned research and development organization that utilizes Geographical Information Systems (GIS) for maintaining population projections and market trend data. All data was acquired in January 2010 and reflects actual numbers as reported in the 2000 Census and demographic projections for 2009 and 2014 as estimated by ESRI.



Source: City of Glendale Planning Department 11/04/10

● GLENDALE DEMOGRAPHIC QUICK FACTS

- The total population of Glendale, Arizona, has increased by approximately 14% in the last decade from 218,812 in 2000, to 250,133 in 2010.
- The number of households in Glendale has grown by approximately 12% from 2000 to 2010, while the number of families has only grown by 7% in that time period.[□]
- The median household income of Glendale residents appears to have grown by approximately 39% from 2000 to 2010 and median home value has increased by an estimated 34% in that time period. These estimations are limited by the fact that they are based on linear regression projections calculated before the greatest effects of the 2007-2010 economic recession were realized. Presumably, the greatest disparity between these projections and current statistics is in median home value which has fallen dramatically in the last 24 to 36 months in the Phoenix metro area.
- In 2010 approximately 18% of the population of Glendale residents is over the age of 55 years. Approximately 30% are under the age of 18 years. The largest 10-year age segment of Glendale residents in both 2000 and 2010 were those ages 0-10 years (17.2% in 2000; 16.6% in 2010).
- Despite the largest number of residents in Glendale being under the age of 18, the fastest growing age segments from 2000 to 2010 were those ages 55-64 and 85+ years. As a result, the median age of Glendale residents has increased from 30.9 to 32.5 years in that time period.
- The gender balance of Glendale residents remains fairly equal, with slightly more females (51%) than males (49%) in both 2000 and 2010.
- The two largest racial groups among Glendale residents in 2010 are White (70.1%) and Hispanic Origin (31.4%). The fastest growing racial groups are Asian-Pacific Islander (31% growth from 2.9% of the population in 2000 to 3.8% in 2010); and those of Hispanic Origin (27% growth from 24.8% of the population in 2000 to 31.4% in 2010).[♦]

● TOTAL POPULATION AND HOUSEHOLDS FINDINGS

The total population of Maricopa County, in which Glendale is located, is estimated to be 4,061,160 in 2010, comprised of 1,457,271 total estimated households[○]. The population of the City of Glendale accounts for approximately 6% of the County population with an estimated 250,133 residents as of January 1, 2010[Ⓜ]. This is comprised of 84,743 total estimated households. A table summarizing the population of both Maricopa County and City of Glendale is provided below. Note that Glendale populations and households are growing at approximately half the rate of that of Maricopa County. These illustrate the population as accounted for in the 2000 U.S. Census, an updated estimate for 2010 and projection for 2014.

	ESTIMATED COUNTY POPULATION	ESTIMATED COUNTY HOUSEHOLDS	ESTIMATED CITY POPULATION	ESTIMATED CITY HOUSEHOLDS
2000	3,072,149	1,132,886	218,812	75,700
2010	4,061,160	1,457,271	250,133	84,743
2014	4,595,691	1,639,819	265,998	90,920
Growth from 2000 to 2010	1,523,542	506,983	47,186	15,220
%Change from 2000 to 2014	49.6%	44.7%	21.6%	20.1%

Source: ESRI and City of Glendale, Planning Department

[□] Families are defined as one or more people living together either married or of the same bloodline. Households are just one or more persons living in the same residence regardless of any family relations.

[♦] The percentages of racial composition of the Glendale resident population that are White and of Hispanic Origin do not add up evenly to 100% because persons considered of Hispanic Origin are also considered to be racially classified as White. This is a common classification practice utilized by the U.S. Census and other demographic databases. Non-White residents do not include people of Hispanic Origin.

[○] Maricopa County population statistics are provided by the ESRI databases and are an estimate based upon straight-line linear regression from the 2000 census. These figures tend to be accurate within a +/- 2.5% margin of error.

[Ⓜ] The City of Glendale population statistics are provided by the City's Planning Department and are based on a quarterly accounting of residents.

HOUSEHOLD DEMOGRAPHICS:

Glendale is predominantly a middle-aged community:

Age Bracket	UNDER 25 YEARS	25 – 54 YEARS	55+ YEARS
% of Total Population*	35%	42%	23%

*Estimated for 2010 based on US Census Data and provided by ESRI

In comparison with the neighboring cities of Phoenix and Peoria, Glendale is the second largest with the slowest estimated growth in total population between 2000 and 2014. A table depicting these statistics is provided below, followed by graphs illustrating total population and growth rate comparisons.

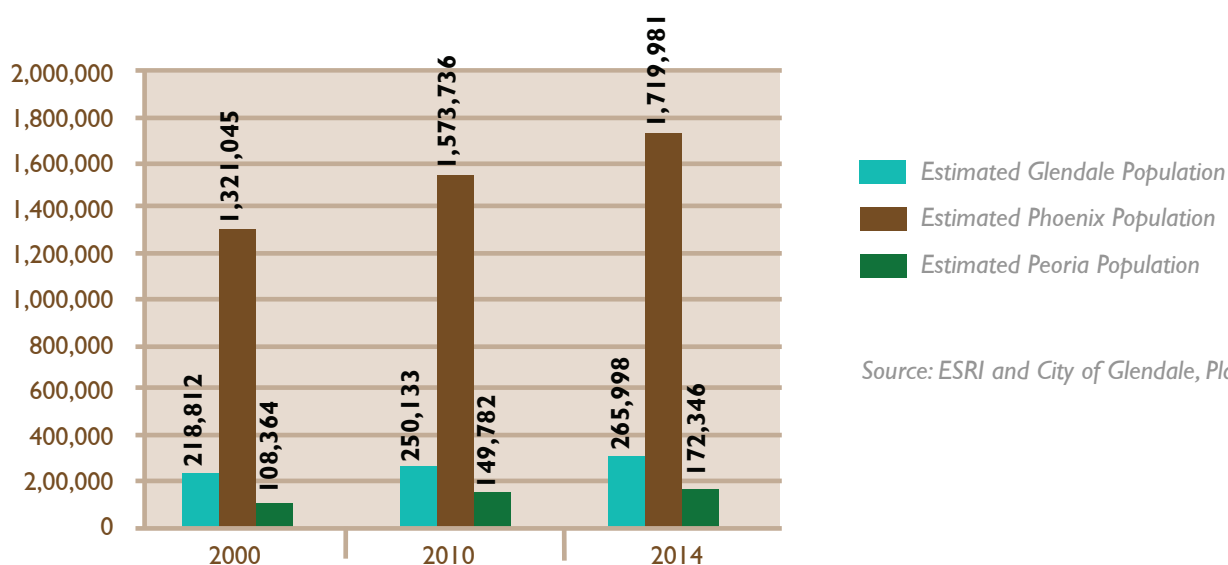
ESTIMATED GLENDALE POPULATION ESTIMATED PHOENIX POPULATION ESTIMATED PEORIA POPULATION

2000	218,812	1,321,045	108,364
2010	250,133	1,573,736	149,782
2014	265,998	1,719,981	172,346
Growth from 2000 to 2010	47,186	398,936	63,982
%Change from 2000 to 2014	21.6%	30.2%	59.0%

Source: ESRI and City of Glendale, Planning Department

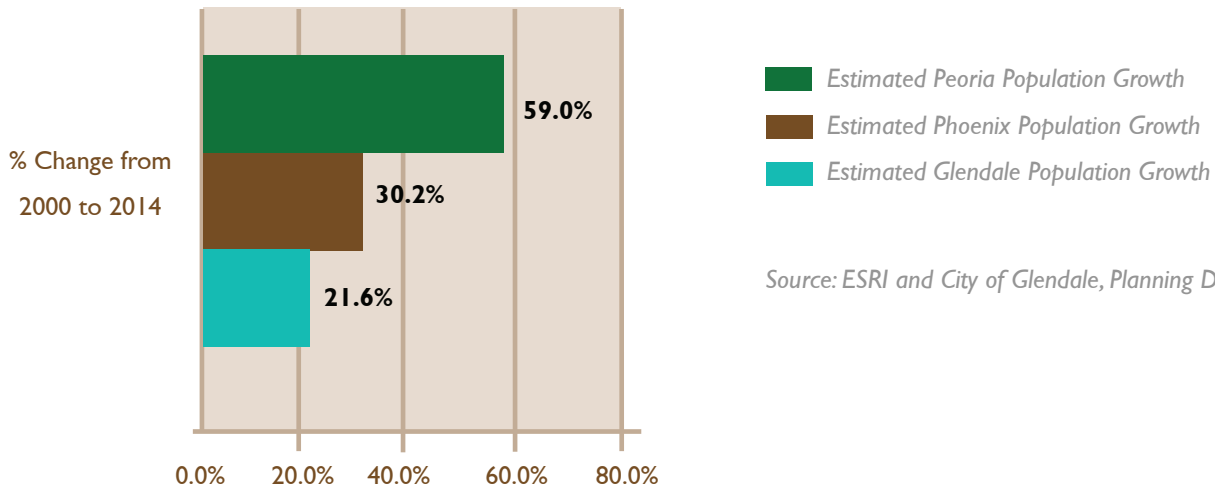
ARIZONA CITIES OF GLENDALE, PHOENIX AND PEORIA

TOTAL POPULATION: 2000-2014



Source: ESRI and City of Glendale, Planning Department

ARIZONA CITIES OF GLENDALE, PHOENIX AND PEORIA ESTIMATED PERCENT POPULATION GROWTH: 2000-2014



Source: ESRI and City of Glendale, Planning Department

Key Total Population And Household Findings

The key findings of the total population and household analysis for Glendale are detailed as follows:

1. While the population of Glendale is growing, it does not appear to be growing as quickly as those of the neighboring cities of Phoenix and Peoria.
2. The population of Glendale is a small portion (6%) of the Maricopa County population. However, the number of annual, out-of-area visitors to the City is estimated to be approximately 4,000,000 due to the large, regional sports tourism amenities located in Glendale.[¶]
3. It is estimated that the total population of residents that live outside the city limits of Glendale, but in the neighboring cities of Phoenix and Peoria, is approximately 1,724,000 in 2010. Many of these residents that live closest to Glendale are known to be frequent users of the Department's facilities and services.[□]
4. Usage and demand of Glendale park and recreation facilities and services will increase as the residential population grows leading up to the year 2014. The increasingly limited availability of other public park and recreation facilities in the area (particularly those in Phoenix that are being temporarily or permanently closed due to economic conditions), as well as the substantial number of visitors to the City, places greater demand on the Glendale Parks and Recreation Department resources beyond just that of City residents.

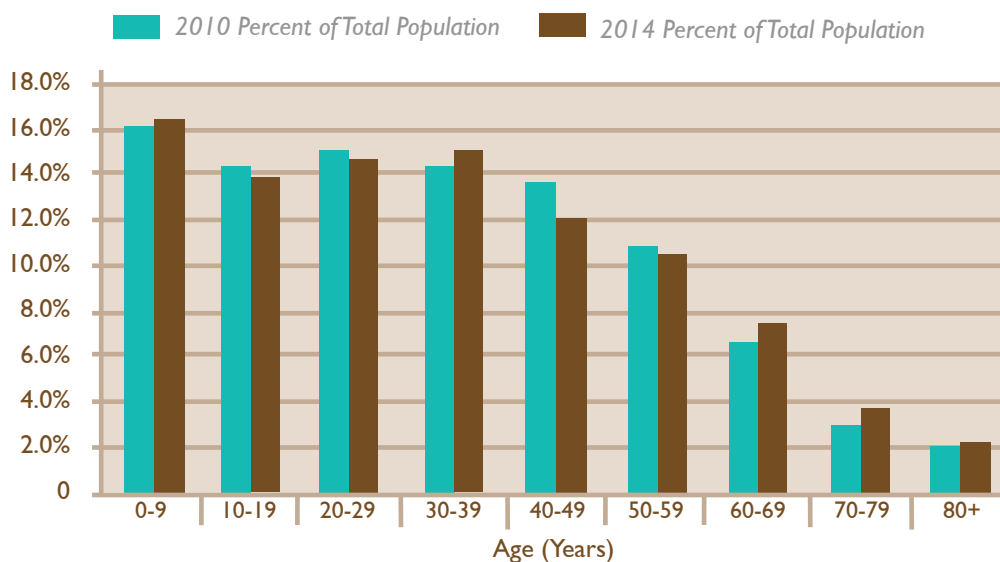
[□] The usage of Glendale facilities by residents of neighboring cities is based upon observations made by Glendale Parks and Recreation Department employees and by review of the quantity of non-resident fees paid at Glendale recreation facilities that feature fee-based entry or participation.

[¶]The City of Glendale Visitor and Convention Bureau

● AGE AND RACE

The largest 10-year age segment among Glendale residents in 2000, as well as, projected for 2010 and 2014, are children aged 0 to 10 years. This segment of residents represents approximately 17.2% of the total City population in 2000, and is projected to decrease slightly by 2014 to 16.6%. The fastest growing age segments from 2000 to 2010 were those ages 55-64 and 85+ years. As a result, the median age of Glendale residents has increased from 30.9 to 32.5 years in that time period. While the largest 10-year age segment are young children, and the fastest growing age segment are older adults, Glendale is still a predominantly a middle-aged community with 52% of the population between the ages of 19 and 54 years. In 2010, approximately 18% of the population of Glendale residents is over the age of 55 years. Approximately 30% are under the age of 18 years. The graph below details age distribution for the years 2010 and 2014 for City of Glendale residents.

PERCENT OF TOTAL POPULATION BY AGE SEGMENT:
2000-2014

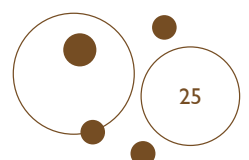


AGE DEMOGRAPHICS:

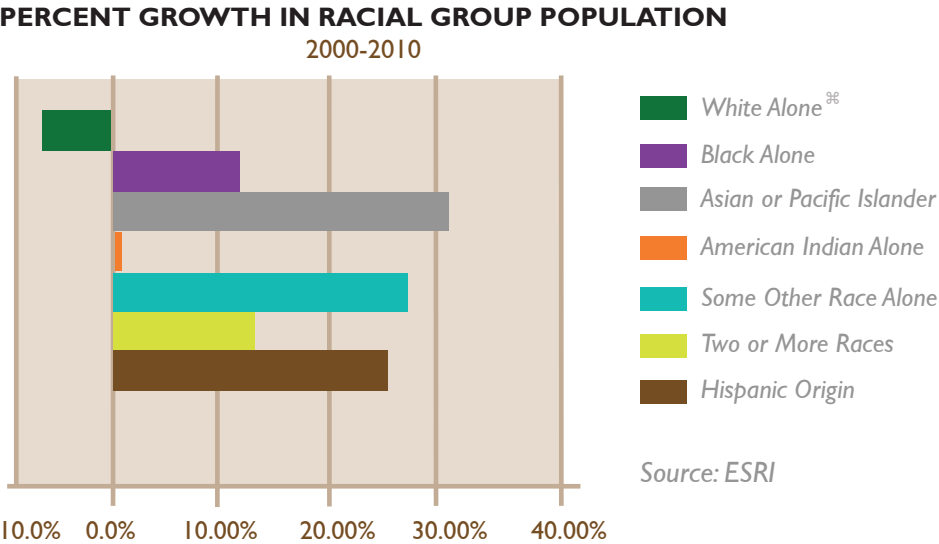
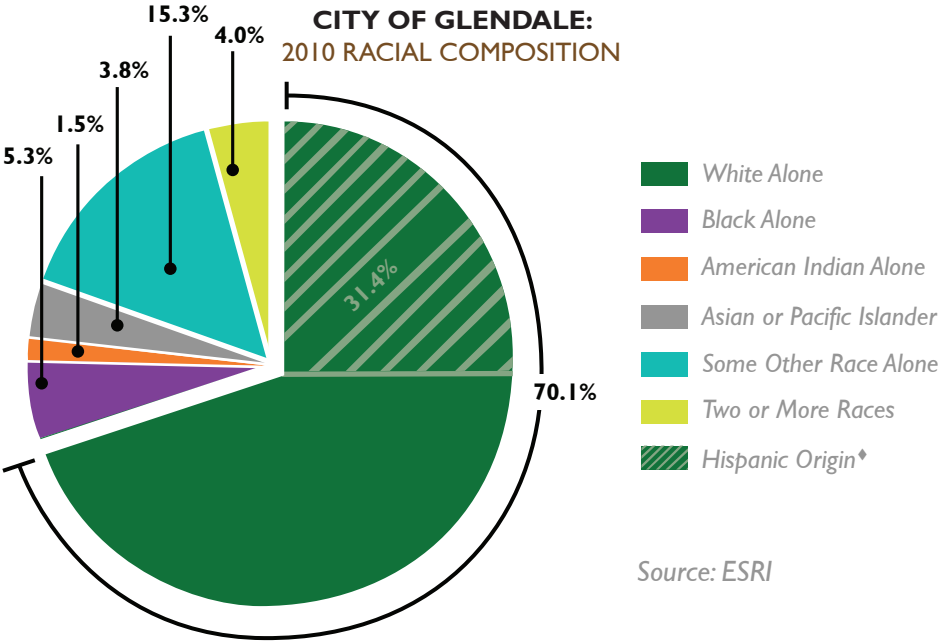
Glendale is family oriented:

Number of Households*	84,743	Avg. size = 2.88 persons
Number of Families*	58,285	Avg. size = 3.43 persons
Families as a % of Total Households*	69%	

*Estimated for 2010 based on US Census Data and provided by ESRI



The race of residents living within the City of Glendale is predominantly White. Approximately 70.1% of the resident population in Glendale is estimated to be White in 2010, which includes the subset of residents that are of Hispanic Origin. The second and third largest racial groups are those of Hispanic Origin (31.4%) and Black (5.3%).[♦] The fastest growing racial groups are Asian-Pacific Islander (31% growth from 2.9% of the population in 2000 to 3.8% in 2010) and those of Hispanic Origin (27% growth from 24.8% of the population in 2000 to 31.4% in 2010). Graphs depicting the racial composition of the City of Glendale resident populations in 2010 are provided below:



[♦] Persons considered of Hispanic Origin are also considered to be racially classified as White. This is a common classification practice utilized by the U.S. Census and other demographic databases. Non-White residents do not include people of Hispanic Origin.

[⌘]The graph illustrating percent growth in various racial groups indicates a negative growth of White residents as a proportion of the total population. In other words, while the number of White residents may be growing, the percentage of the total population that is White is decreasing.

Key Age And Race Findings

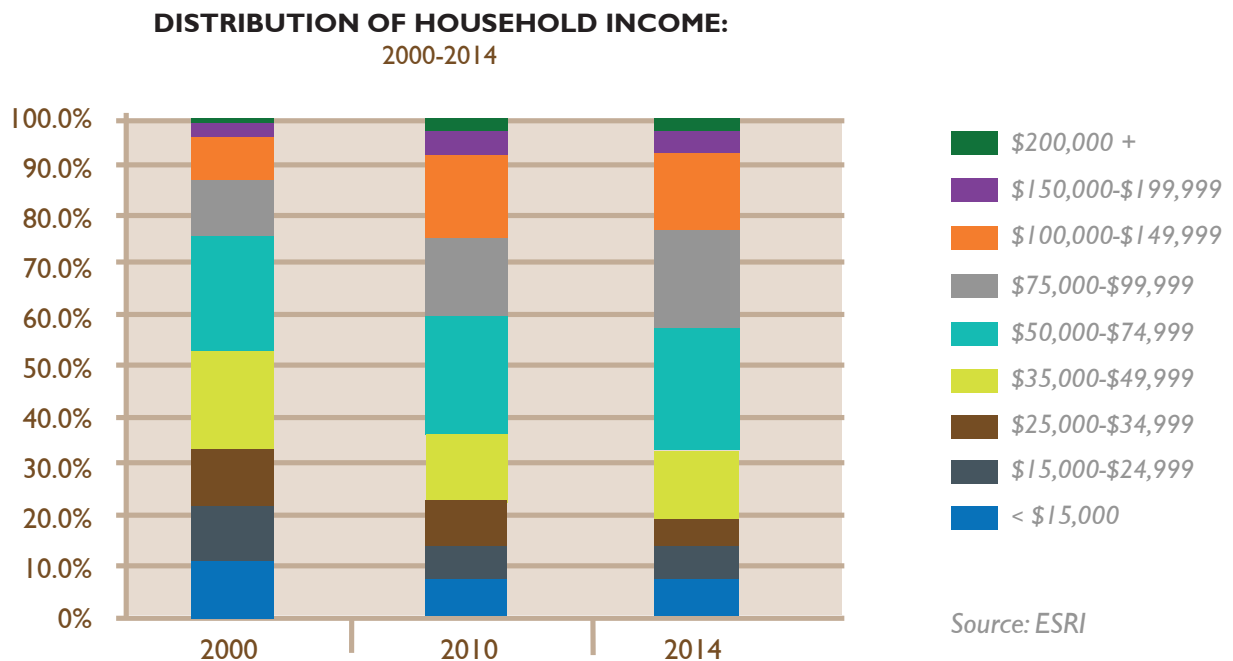
The key findings of the age and race analysis for the City of Glendale are detailed as follows:

1. In 2010, approximately 18% of the population of Glendale residents is over the age of 55 years. Approximately 30% are under the age of 18 years. Fifty-two percent (52%) of residents are between the ages of 19 and 54 years.
2. The largest 10-year age segment of Glendale residents in both 2000 and 2010 were those ages 0-10 years (17.2% in 2000; 16.6% in 2010).
3. Despite the largest number of residents in Glendale being under the age of 18, the fastest growing age segments from 2000 to 2010 were those ages 55-64 and 85+ years. As a result, the median age of Glendale residents has increased from 30.9 to 32.5 years in that time period.
4. This data indicates that park and recreation facilities and services should appeal to diverse age segments, especially children and older adults, as well as the recreational preferences of a diverse population.

HOUSEHOLD INCOME DISTRIBUTION

The relative affluence of residents within Glendale has increased from the year 2000 and is projected to continue to grow as 2014 approaches. The graph below indicates the distribution of household income as a percentage of total households in 2000, 2010 and 2014.

As noted in the graph below, approximately 44% of the residential population within Glendale in 2000 features a household income of above \$50,000, while this income group represents approximately 60% of the population in 2010 and 63% in 2014. Approximately 23% of households in 2010 feature an income of \$100,000 or more, with the average household income in 2010 being \$72,507. This represents an increase of nearly 34% in average household income since 2000, with the largest growth being those in the bracket of \$100,000 - \$149,000 annual household income.



*See Appendix for additional data



**Rapid population growth,
dramatic demographic shifts
and urbanization have changed
the social and economic landscape
of western and southwestern
states.**

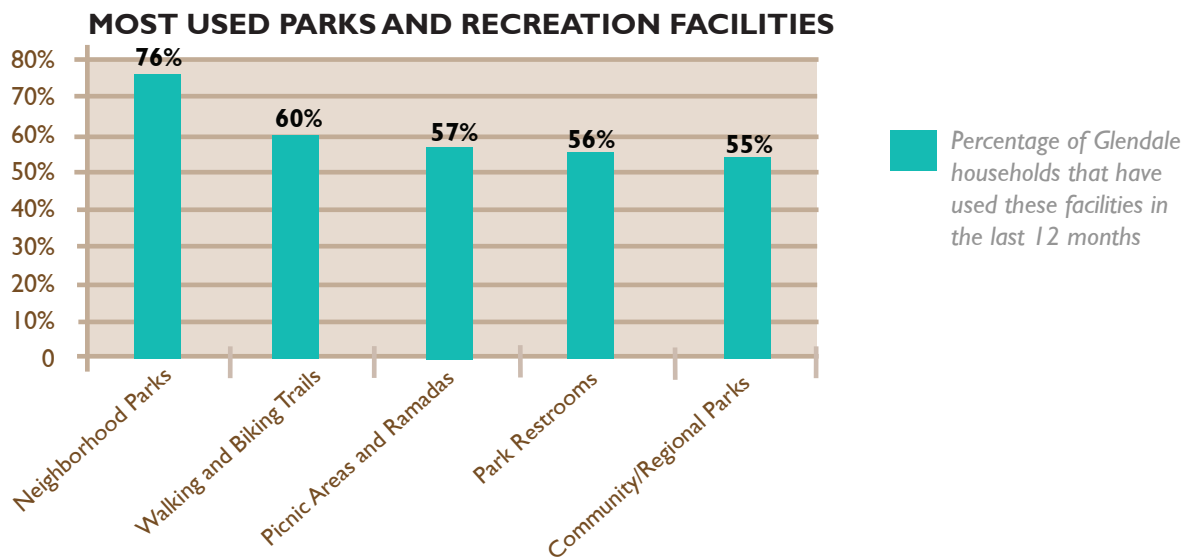
TRENDS ANALYSIS

Rapid population growth, dramatic demographic shifts and urbanization have changed the social and economic landscape of western and southwestern states that were once America's Frontier. In the midst of these rapid changes, the City of Glendale is becoming increasingly popular for its parks and recreation amenities given both the quality of facilities available and recent park and facility closures in other cities in the region due to economic pressures. These circumstances may impact many of the recreation preferences exhibited by residents. This section provides an overview of the larger context of park and recreation trends in Glendale.

PARTICIPATION TRENDS IN GLENDALE

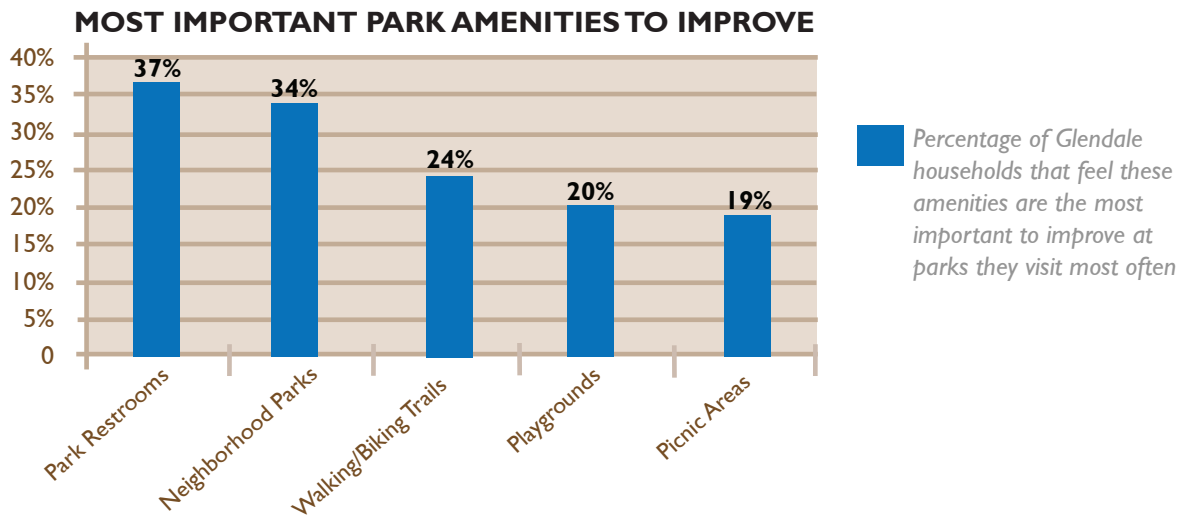
The most reliable indicators of relevant parks and recreation trends in Glendale are derived from two sources – the statistically-valid community survey conducted as a component of this Master Plan Update and program participation data collected from the Department reflecting the last three years. Based on an analysis of these data sets the following key findings were derived:

- Recreation trends in Glendale, as deduced from facility usage, indicate that neighborhood parks are the most endeared park facilities, as well as trails, picnic areas and restrooms. Community and regional parks are also highly utilized as a community asset. The City of Glendale parks and recreation facilities that the highest percentage of households have used are: neighborhood parks (76%), walking and biking trails (60%), picnic areas and ramadas (57%), park restrooms (56%) and community/regional parks (55%).[□]



[□] Leisure Vision / ETC Institute. June 2010. Citizen Survey Finding Report.

- o Based on the sum of their top three choices, the City parks and recreation facilities that households feel are most important to improve are: park restrooms (37%), neighborhood parks (34%), walking and biking trails (24%), playgrounds (20%) and picnic areas and ramadas (19%).[□]
- o The amenities that the highest percentage of households would like to have at the City parks they visit most often are: shade trees (68%), restrooms (66%), drinking fountains (54%), lighting (51%) and trash removal/cans (51%).[□]



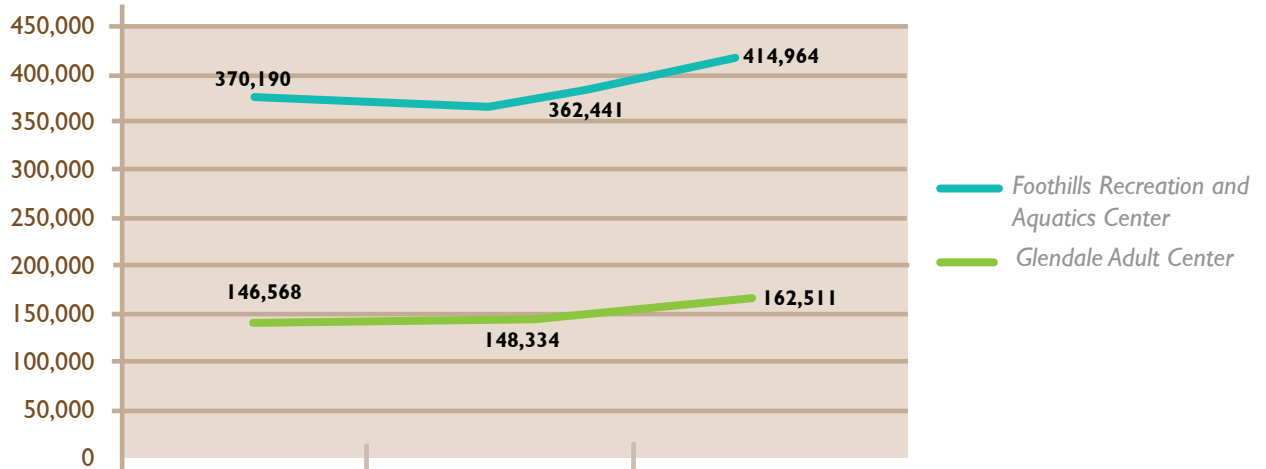
- o Seventy percent (70%) of households use trails in Glendale for walking/jogging, 42% use trails for hiking and 39% use trails for bicycling.[□]
- o Twenty-six percent (26%) of households have participated in recreation programs offered by the City of Glendale Parks and Recreation Department during the past 12 months. Of the 26% of households that have participated in City recreation programs during the past 12 months, 93% rated the overall quality of the programs they've participated in as either excellent (39%) or good (54%). In addition, 6% of households rated the quality of the programs as fair and only 1% rated them as poor.[□]



[□] Leisure Vision / ETC Institute. June 2010. Citizen Survey Finding Report.

- o While more Glendale households appear to utilize passive, or self-guided recreation opportunities in the City than the active and more developed recreation amenities (i.e. sports fields, pools and recreation centers), use of the major, regional recreation centers is on the rise and should be noted as a growing trend. The Consultant Team evaluated visitation rates at the two regional recreation facilities Foothills Recreation and Aquatics Center and Glendale Adult Center – to understand the trend towards active, indoor recreation and related opportunities. Based on that evaluation, visitation has steadily increased over the last three years at the Foothills facility and the Glendale Adult Center by 12% (Foothills) and 11% (Adult Center).[♦]

VISITATION TO FOOTHILLS RECREATION AND AQUATICS CENTER AND GLENDALE ADULT CENTER: 2008-2010



- o The following program areas have experienced growth in the last three years:[♦]
 - Special interest classes (24% increase)
 - Special events (23% increase)



[♦] Program participation and facility visitation data was provided by Glendale Parks and Recreation Department.

4.0 COMMUNITY INVOLVEMENT



The foundation of the Consultant Team's approach was a comprehensive public participation process. Opportunities were identified that would engage people through a variety of community input processes. Participation by the public through key leadership meetings, focus group meetings, public forums and citizen surveys provided a complimentary blend of quantitative and qualitative data. This wealth of information was assembled and applied to the overall planning process to accurately identify the true needs and key issues so that the strongest recommendations through strategies could be provided to move the Glendale Parks and Recreation Department forward for optimum results.

4.1 LEADERSHIP INTERVIEWS

On February 8 and 9, 2010, members of the Consulting Team met with the Mayor, City Manager, Assistant City Manager and City Council members to discuss the Master Plan Update process and to gain vital input from them which could be incorporated into the Final Master Plan Update. Each interviewee was asked about their general impression of the overall system, their priorities and key values for the next five to 10 years. They were also asked which issues were distinct to their areas of focus, their responsibility, constituents and strengths that should be built on or what challenges to address. The major results of these interviews focused on the following topics:

- o Take care of what we have before we build more
- o Make sure Glendale residents are aware of the great opportunities available to them
- o Progressively manage use of facilities and amenities from residents of neighboring cities
- o Stay aligned with current and emerging community needs
- o Maintain equitable accessibility to facilities and programs
- o Stay tuned-in with safety and security concerns at City parks
- o Keep the Department as efficient as possible, while still providing high-quality facilities and services

The detailed results of the leadership interviews can be found in the Appendix.

4.2 STAFF INTERVIEWS

On March 2, 2010, the Consulting Team conducted employee focus meetings with Glendale Parks and Recreation Department staff at the Foothills Recreation and Aquatics Center. Approximately 80 employees of the Department participated in a two-hour focus meeting targeting priorities, constraints and opportunities faced by the Department now and in the future. In these meetings employees completed a Quality Assessment Survey rating their perceptions of leading issues in the workplace. The results provided insight into the planning process and how recommendations can be implemented in the future. From this process the following priorities were developed that address the organizational effectiveness of the Department.

- o Improved communication within the Department regarding the agency's priorities; the roles of teams and individuals is critical.
- o Accountability is both a personal responsibility of every employee, as well as an organizational expectation.
- o New ways of doing things should continue to be explored and implemented when appropriate in order to improve the efficiency and effectiveness of the Department.

As a follow-up to these initial meetings, an additional two-hour session was held on November 10, 2010. At this meeting members of staff were given a brief recap of the results of the previous meeting and a complete overview of the public process and how these elements impacted the department's organizational recommendations. Members of the staff were then divided into small facilitated groups to brainstorm measurable action steps for inclusion into the Master Plan Update's proposed strategies.

During the months of April and June 2010, staff of the Glendale Parks and Recreation Department conducted 14 community focus groups and interviewed 20 separate resident groups and community leaders. Additionally, a total of 14 interviews with other City of Glendale Departments were also conducted. The general findings of the focus groups and interviews were:

- o Overall satisfaction with maintenance of parks and facilities and recreation programs
- o Focus on marketing and community awareness of parks and recreation programs and facilities
- o Focus on partnerships, collaborations and alternative funding
- o Continue to ensure safety of park users through lighting, positive activity in the park and involvement of neighborhoods
- o Maintain current parks and facilities
- o Plan for future services, parks and facilities, but take care of what we have first
- o Focus on health and wellness programs throughout the community
- o Expand adaptive programs and continue to offer positive programs for youth

The detailed results of the focus group interviews can be found in the Appendix.

PUBLIC MEETING #1

Public Meeting #1 was held on Thursday, April 29, 2010, from 6:30 to 8:30 pm at the Auditorium in the Glendale Main Library and was attended by 17 people. The presentation included the following detailed information: project background, preliminary vision, goals and objectives, existing facilities/programs and demographics/trends. Following the presentation an open discussion and feedback session was held with the comments recorded. The questions presented in the meeting were posted to the Department website in an effort to gain additional input from those who were unable to attend the meeting. A total of 60 responders submitted answers to the questionnaire via the web site.

● SAMPLING OF COMMENTS/SUGGESTIONS RECEIVED AT PUBLIC MEETING #1:

- o Take care of what we have and prioritize maintenance needs at existing facilities
- o Maintenance on softball fields can improve
- o Department offers great variety [of facilities and services]
- o Adaptive recreation programs are important
- o Needs are not well met in Southwest portion of the City
- o Expand adaptive recreation programs
- o Pursue creative funding opportunities
- o Find partnership funding
- o Trails and ball fields are most important
- o Need more toddler programs scheduled in the evening
- o Keep the sports programs as well as swim programs
- o More “green spaces” and children’s activities
- o Develop the Western Area Regional Park
- o Good program which seems to be heading in the right direction
- o The parks should be thinking of more shade trees or perhaps shade barriers

● SUMMARY OF ONLINE SURVEY RESULTS:

- Responses received from May 12-24, 2010
- Total number of responses received = 60
- Overall impressions of the system are very good.
- Most important features of the system:
 - 1) Facilities
 - Pools
 - Parks
 - Trails
 - Sports fields
 - 2) Programs
 - Update programs for seniors
 - Children's programs
 - Evening programs
 - 3) Maintenance
 - Bathrooms/cleanliness
 - 4) Safety
 - Lighting
- Recommended priority for funding:
 - 1) Maintenance
 - 2) Programs
 - 3) Facilities
 - 4) Safety

The full list of comments received at both the meeting and via the web site can be found in the Appendix.

● PUBLIC MEETING #2

Public Meeting #2 was held on Tuesday, June 29, 2010, from 6:30 to 8:30 pm at the Glendale Adult Center and was attended by 10 people. The presentation included a recap of Public Meeting #1, brief results from the leadership, staff and focus group interviews, and a detailed summary of the results of the community survey. Following the presentation an open discussion and feedback session was held with the comments recorded.

● SAMPLING OF COMMENTS/SUGGESTIONS RECEIVED AT PUBLIC MEETING #2:

- Parks [have an effect on] reducing crime
- Water bill mailer [could be used] for [Parks] Department communication
- Lack of facilities in southwest portion of the City
- Restroom availability in City parks [is lacking]
- Impact of Camelback Ranch Facility on youth sports programs [for additional funding]
- Recreation Center fee price adjustments for special needs
- Would like the geographical locations of returned community surveys
- [Make] community survey results available online
- Existing skate and x-courts are overcrowded

The full list of comments received and recorded can be found in the Appendix.

COMMUNITY INPUT MECHANISMS

Interviews with Mayor and City Council, Parks and Recreation Commission, City Manager and Assistant City Manager

Statistically-valid community survey distributed to 5,000 residents

21 focus groups were conducted with community organizations and leaders and other City departments

● PUBLIC MEETING #1

9,000 users of RecTrac in past year; facility rentals, passholders, activity registrations were emailed notices regarding the meeting. Of the 17 people that attended 98% found out about the meeting via the email message.

Meeting posters were displayed at recreation centers and other park and recreation facilities. Flyers were also on display.

Articles regarding the meeting were also in the Arizona Republic Glendale Section and the Glendale Star.

Articles were displayed in the City Council district newsletters

● PUBLIC MEETING #2

8,000 people received an email through the Department's email marketing program.

Meeting posters were displayed at recreation centers and other park and recreation facilities. Flyers were also on display.

News releases were sent to the local media including the Arizona Republic, the Arizona Republic Glendale Section and the Glendale Star.

Meeting information was posted on Department's Facebook and Twitter pages.

Meeting information was posted on the Department's web site.

Information was provided for the City Council district newsletters.

● PUBLIC MEETING #3

7,500 people received an email through the Department's email marketing program.

Meeting posters were displayed at recreation centers and other park and recreation facilities. Flyers were also on display.

News releases were sent to the local media including the Arizona Republic, the Arizona Republic Glendale Section and the Glendale Star.

Meeting information was posted on Department's Facebook and Twitter pages.

Meeting information was posted on the Department's web site.

Information was provided for the City Council district newsletters.



**The foundation of the
Consultant Team's approach was a
comprehensive public participation
process.**

PUBLIC MEETING #3

Public Meeting #3 was held on Wednesday, September 22, 2010, from 6:30 to 8:30 pm at the Glendale Adult Center and was attended by 30 people. The presentation included a brief recap of the project process, review of Public Meetings #1 and #2, explanation of core services and draft strategies/key recommendations.

SAMPLING OF COMMENTS/SUGGESTIONS RECEIVED AT PUBLIC MEETING #3:

- o Center for the Arts needed
- o Competing values? More shade at parks vs. water conservation
- o Top level of adult center is not utilized properly
- o [When] Sports fields are not being used at schools, gates should be unlocked
- o Really nice trail facility needed for city-wide connectivity
- o Not enough shared skate/bike facilities
- o Park improvements should be made to not disrupt neighborhood use [consider phasing and access]
- o Thank you for doing this

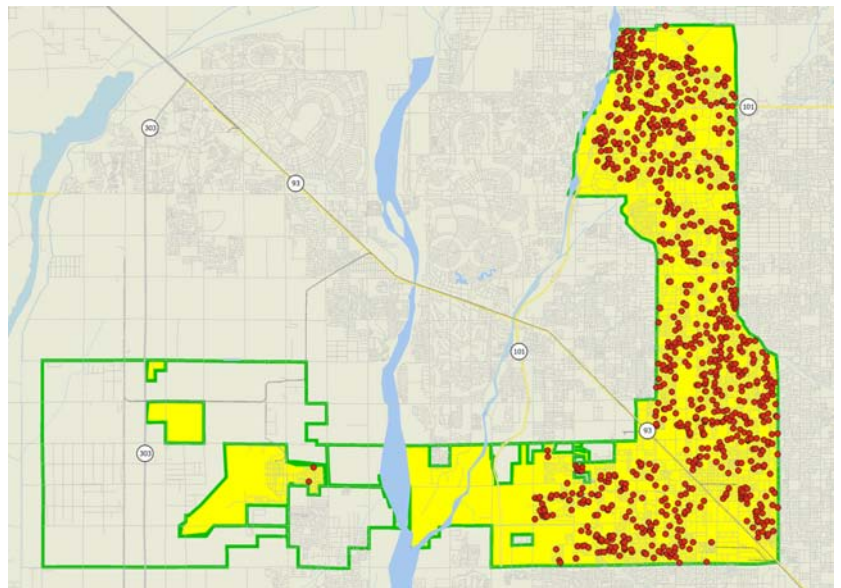
The full list of comments received and recorded can be found in the Appendix.

4.5 SURVEY RESULTS/BENCHMARKING

OVERVIEW OF THE METHODOLOGY

The City of Glendale conducted a citizen survey as part of the Parks and Recreation Department Master Plan Update. The purpose of the survey was to establish priorities for current and future parks and recreation services, programs and facilities offered within the community. The survey was designed to obtain statistically-valid results from households throughout the City of Glendale. The survey was administered through a combination of mail and telephone questionnaires. The Consultant Team worked extensively with City of Glendale officials in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to the City of Glendale to effectively plan the future system.

The Consultant Team mailed surveys to a random sample of 5,000 households throughout the City of Glendale. Approximately three days after the surveys were mailed each household that received a survey also received an electronic voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, the Consultant Team began contacting households by telephone. Those who indicated they had not returned the survey were given the option of completing it by telephone. The goal was to obtain a total of at least 1,000 completed surveys from City of Glendale households. This goal was accomplished, with a total of 1,008 surveys having been completed. The results of the random sample of 1,008 households have a 95% level of confidence with a precision of at least +/- 3.1%. The following is a summary of the major survey findings:

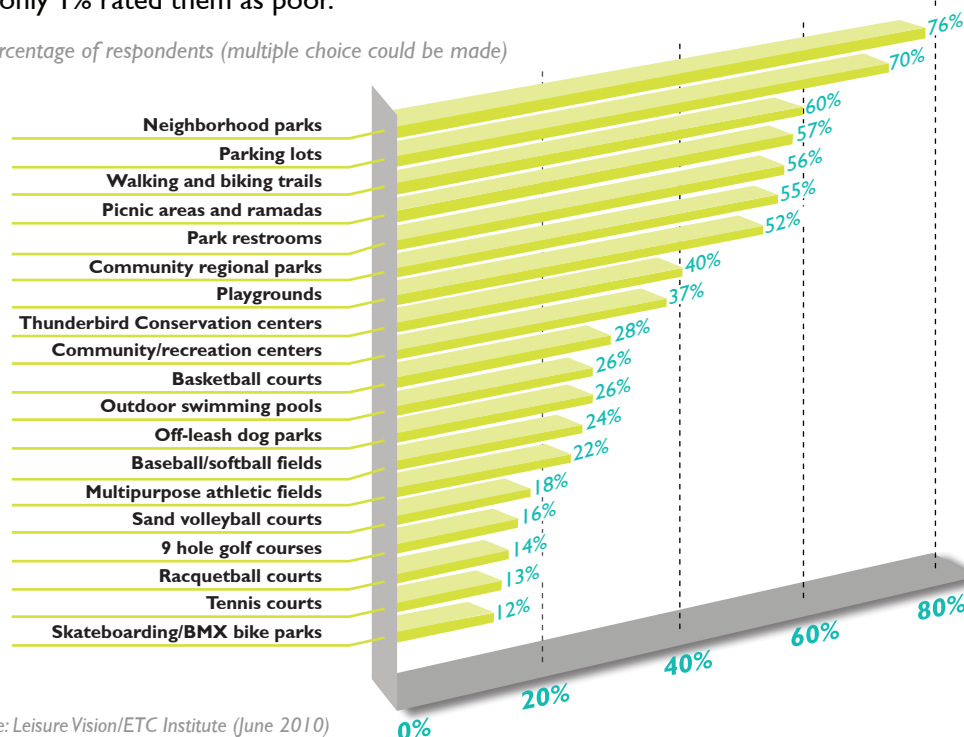


Survey Distribution Map

Note: The areas of southwest Glendale that are not as heavily represented by the distribution of red dots which identify returned surveys, is based on lower residential population densities. Much of this land is currently undeveloped or non-residential and a significant area is comprised of Luke Air Force Base.

- CITY PARKS AND RECREATION FACILITIES USED.** The City of Glendale parks and recreation facilities that the highest percentage of households have used are: neighborhood parks (76%), parking lots (70%), walking and biking trails (60%), picnic areas and ramadas (57%), park restrooms (56%) and community/regional parks (55%). Eighty-seven percent (87%) of households rated the physical condition of the City parks and recreation facilities they've used as either excellent (20%) or good (67%). In addition, 12% of households rated the parks and facilities as fair and only 1% rated them as poor.

by percentage of respondents (multiple choice could be made)

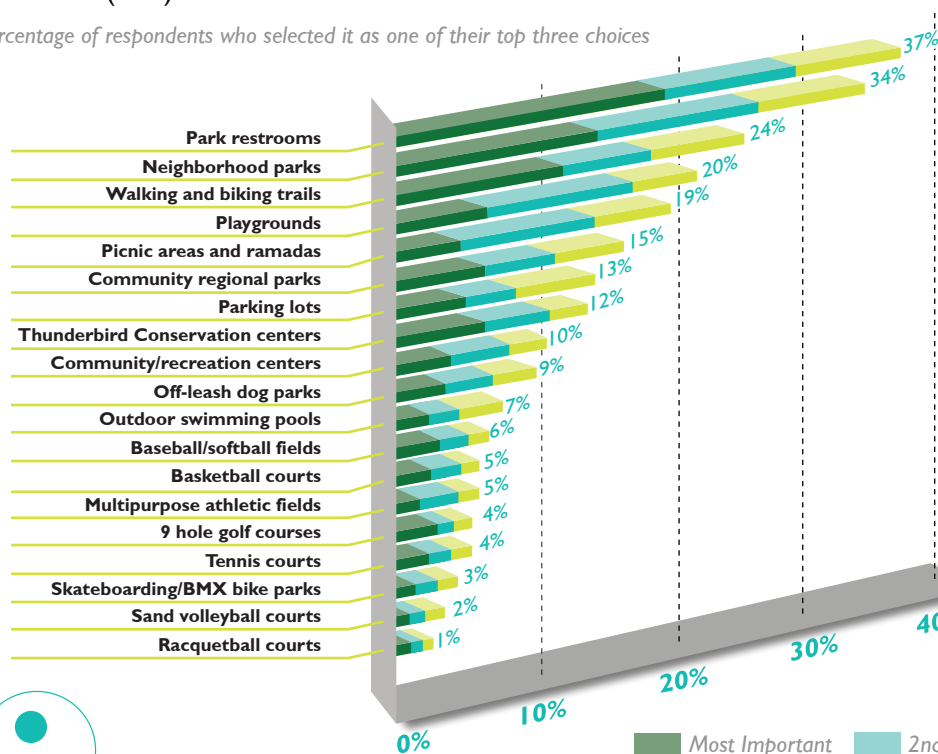


93% of households use parks which is significantly higher than national benchmark of 72%

Source: Leisure Vision/ETC Institute (June 2010)

- MOST IMPORTANT CITY PARKS AND RECREATION FACILITIES TO IMPROVE.** Based on the sum of the top five choices, the City parks and recreation facilities that households feel are most important to improve are: park restrooms (37%), neighborhood parks (34%), walking and biking trails (24%), playgrounds (20%) and picnic areas and ramadas (19%).

by percentage of respondents who selected it as one of their top three choices

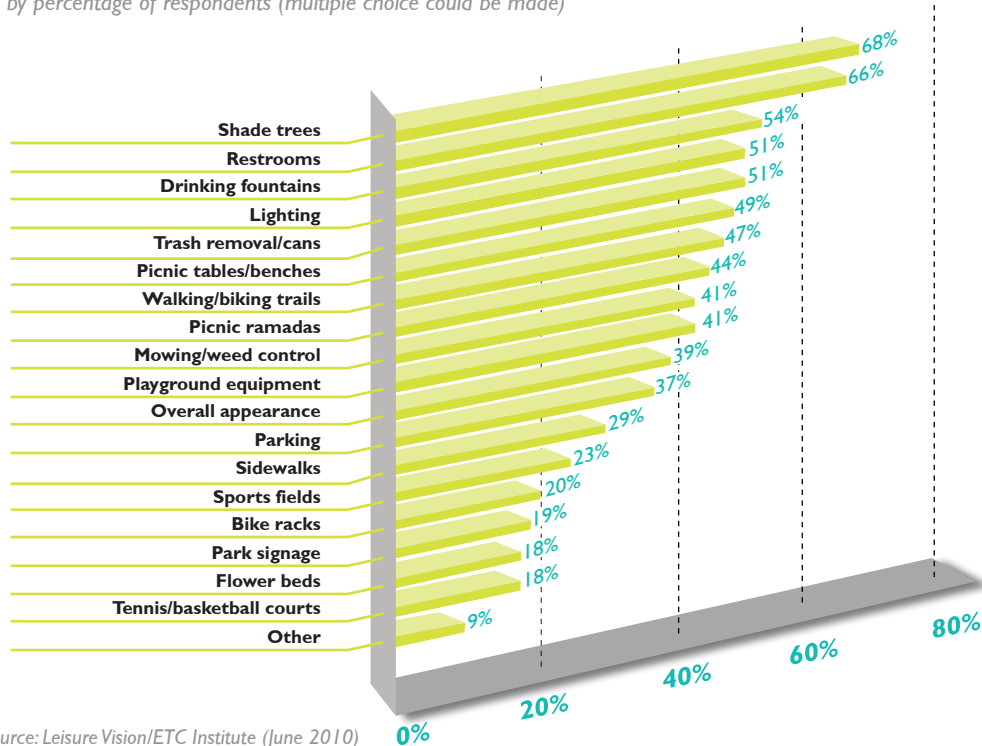


Park restrooms, neighborhood parks and walking and biking trails most important major improvements for all households with and without children, except households with children under 10
Households with children under 10 substitute playgrounds for walking and biking trails

Source: Leisure Vision/ETC Institute (June 2010)

- **AMENITIES HOUSEHOLDS WOULD LIKE TO HAVE AT CITY PARKS.** The amenities that the highest percentage of households would like to have at the City parks they visit most often are: shade trees (68%), restrooms (66%), drinking fountains (54%), lighting (51%) and trash removal/cans (51%).

by percentage of respondents (multiple choice could be made)

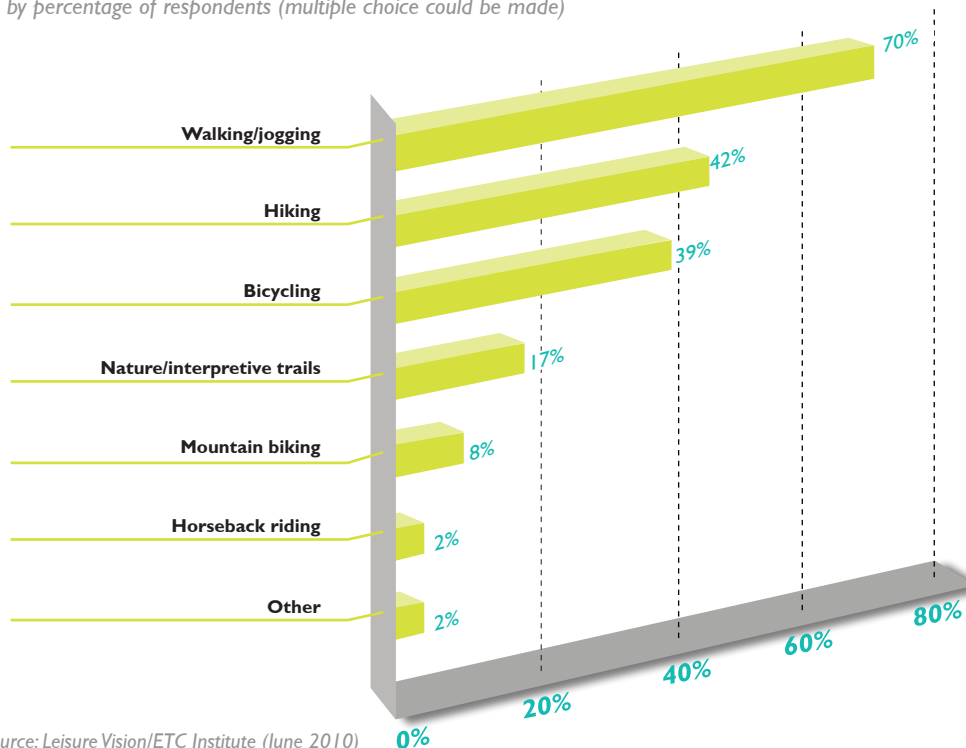


Shade trees, restrooms and drinking fountains are the three most important potential amenities

Source: Leisure Vision/ETC Institute (June 2010)

- **ACTIVITIES APPLYING TO USE OF TRAILS.** Seventy percent (70%) of households use trails in Glendale for walking/jogging, 42% use trails for hiking and 39% use trails for bicycling.

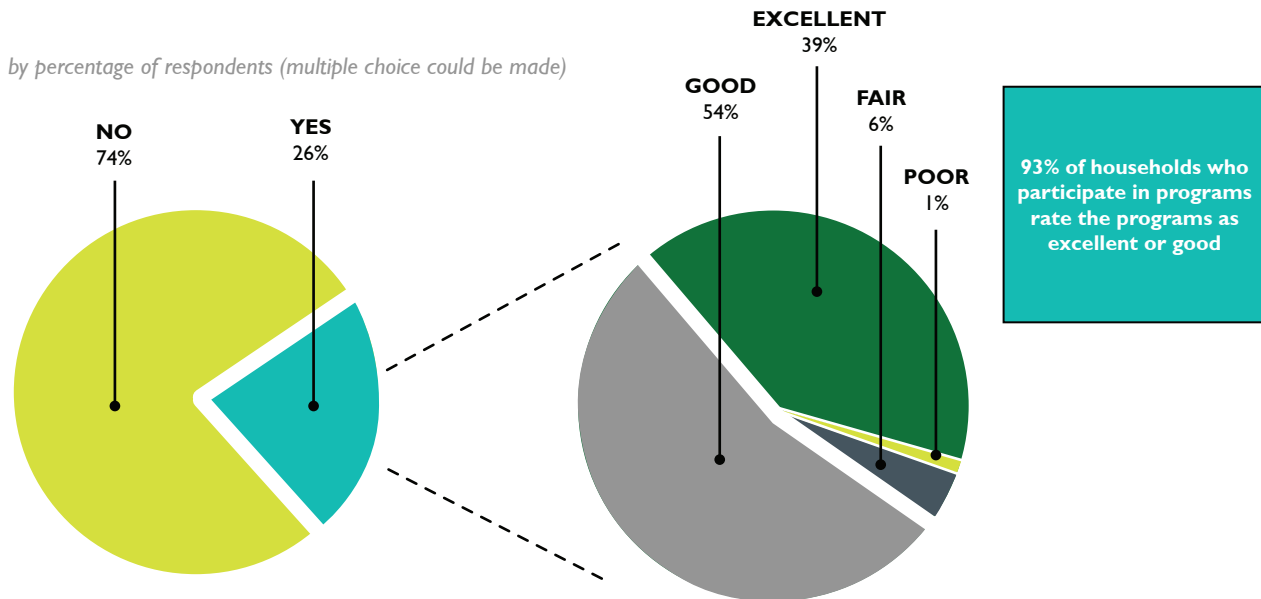
by percentage of respondents (multiple choice could be made)



For every demographic group, walking and jogging is the top activity that applies to use of trails

Source: Leisure Vision/ETC Institute (June 2010)

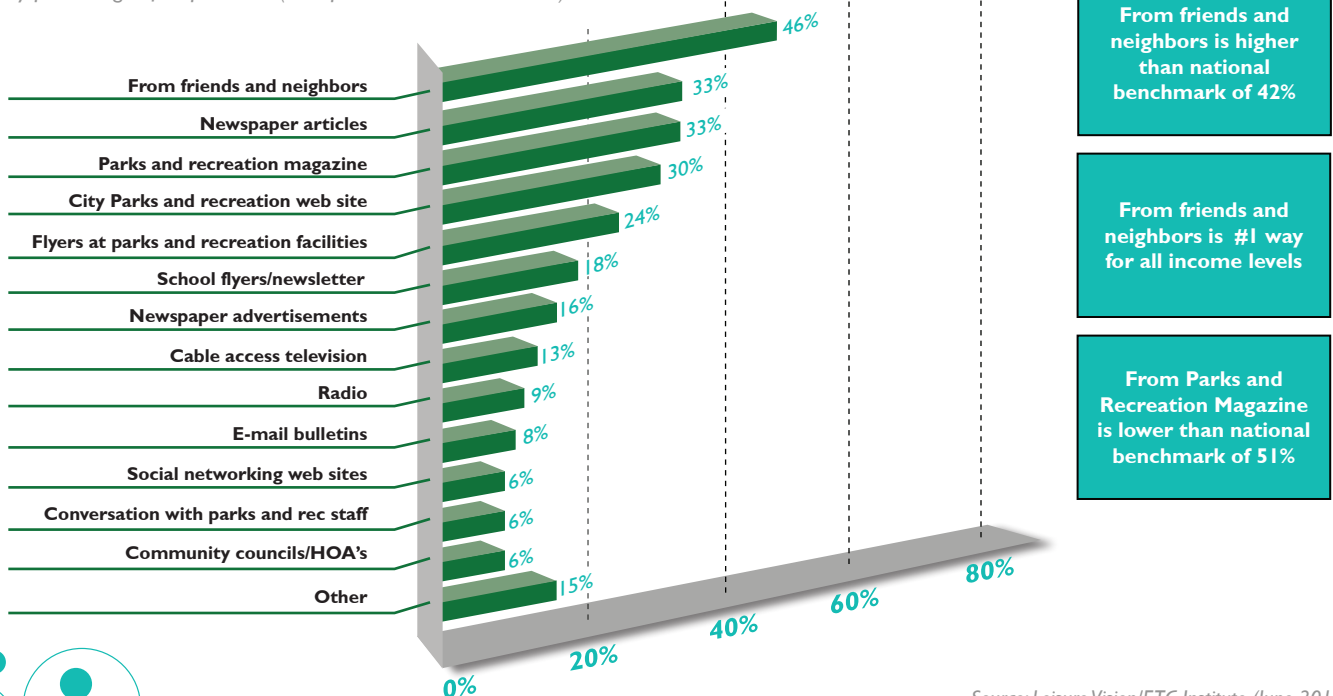
- PARTICIPATION IN CITY RECREATION PROGRAMS.** Twenty-six percent (26%) of households have participated in recreation programs offered by the City of Glendale Parks and Recreation Department during the past 12 months. Of the 26% of those households, 93% rated the overall quality of the programs they've participated in as either excellent (39%) or good (54%). In addition, 6% of households rated the quality of the programs as fair and only 1% rated them as poor.



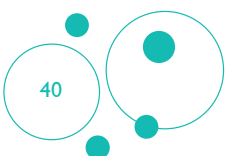
Source: LeisureVision/ETC Institute (June 2010)

- WAYS RESPONDENTS LEARN ABOUT CITY PARKS, TRAILS, PROGRAMS AND ACTIVITIES.** The most frequently mentioned ways that respondents learn about City of Glendale Parks and Recreation Department parks, trails, programs and activities are: from friends and neighbors (46%), newspaper articles (33%), parks and recreation magazine (33%) and City parks and recreation web site (30%).

by percentage of respondents (multiple choice could be made)



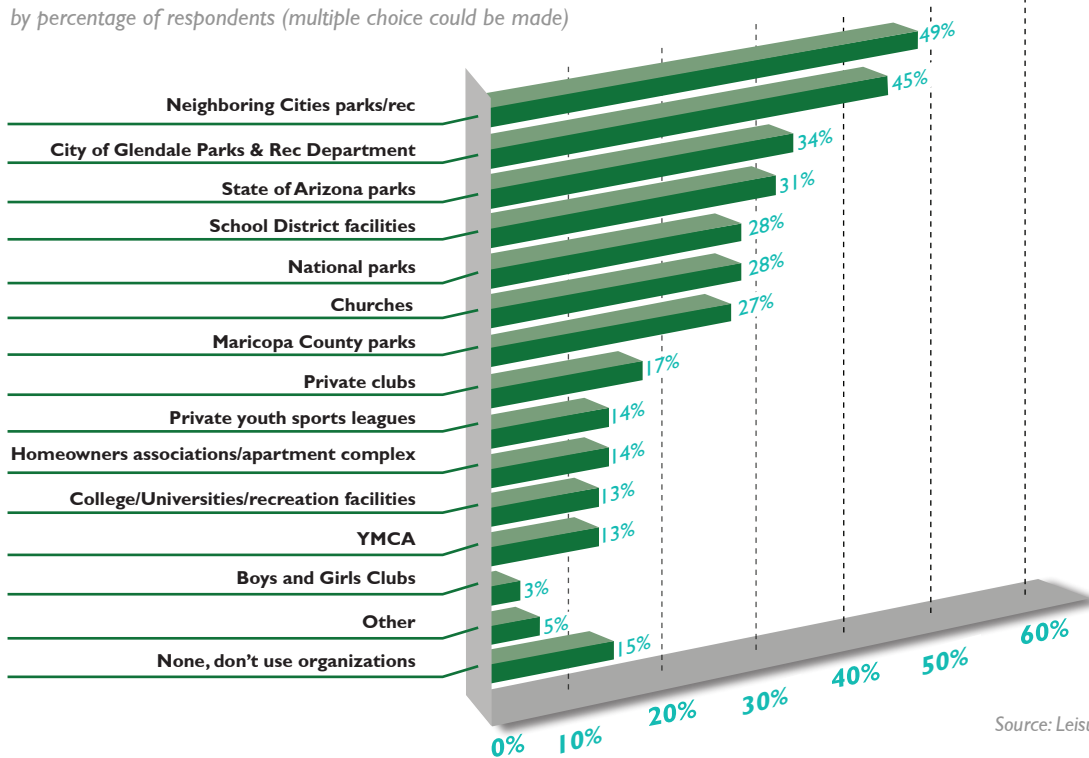
Source: LeisureVision/ETC Institute (June 2010)



● ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION AND SPORTS ACTIVITIES.

The organizations that the highest percentage of households have used for indoor and outdoor recreation and sports activities during the past 12 months are: neighboring City parks and recreation (49%), City of Glendale Parks and Recreation Department (45%), State of Arizona Parks (34%) and school district facilities (31%).

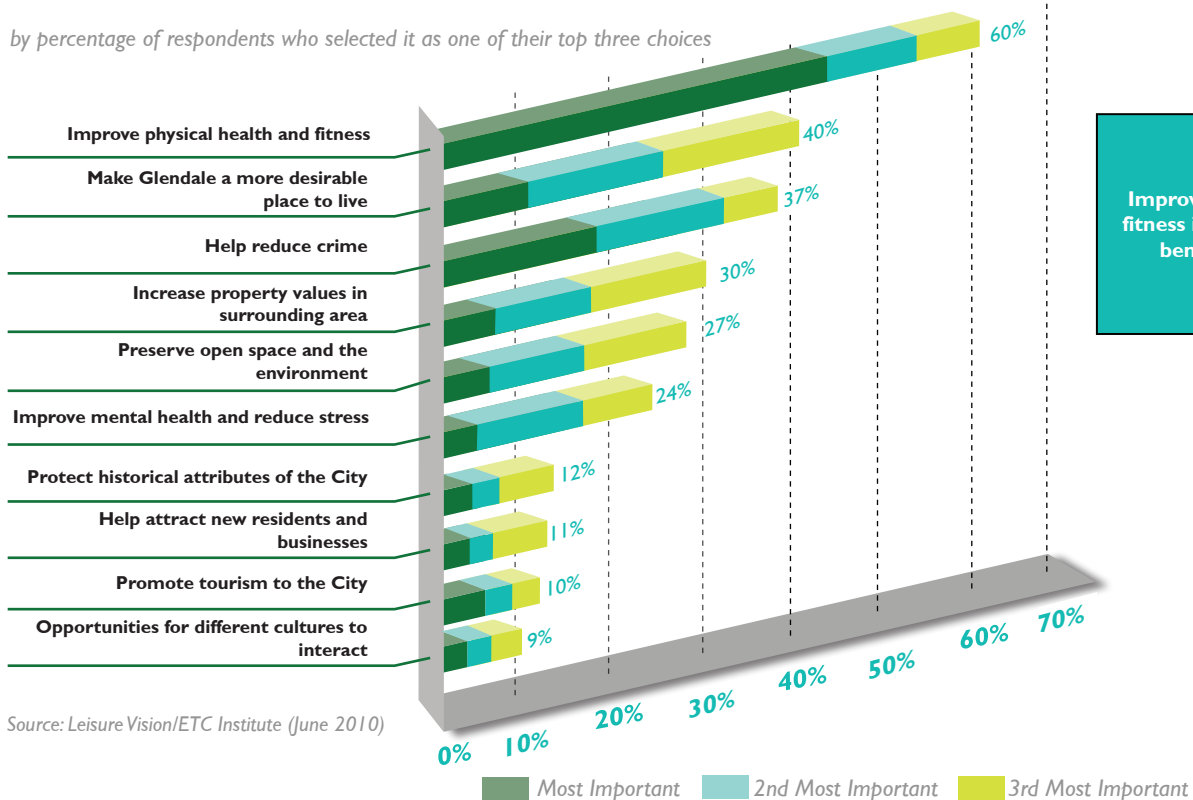
by percentage of respondents (multiple choice could be made)



The City of Glendale is one of the top providers in all age categories

● BENEFITS OF PARKS, TRAILS AND FACILITIES THAT ARE MOST IMPORTANT TO HOUSEHOLDS. Based on the sum of their top four choices, the potential benefits of parks, trails and recreation facilities that are most important to households are: improve physical health and fitness (60%), make Glendale a more desirable place to live (40%), help reduce crime (37%) and increase property values in surrounding area (30%).

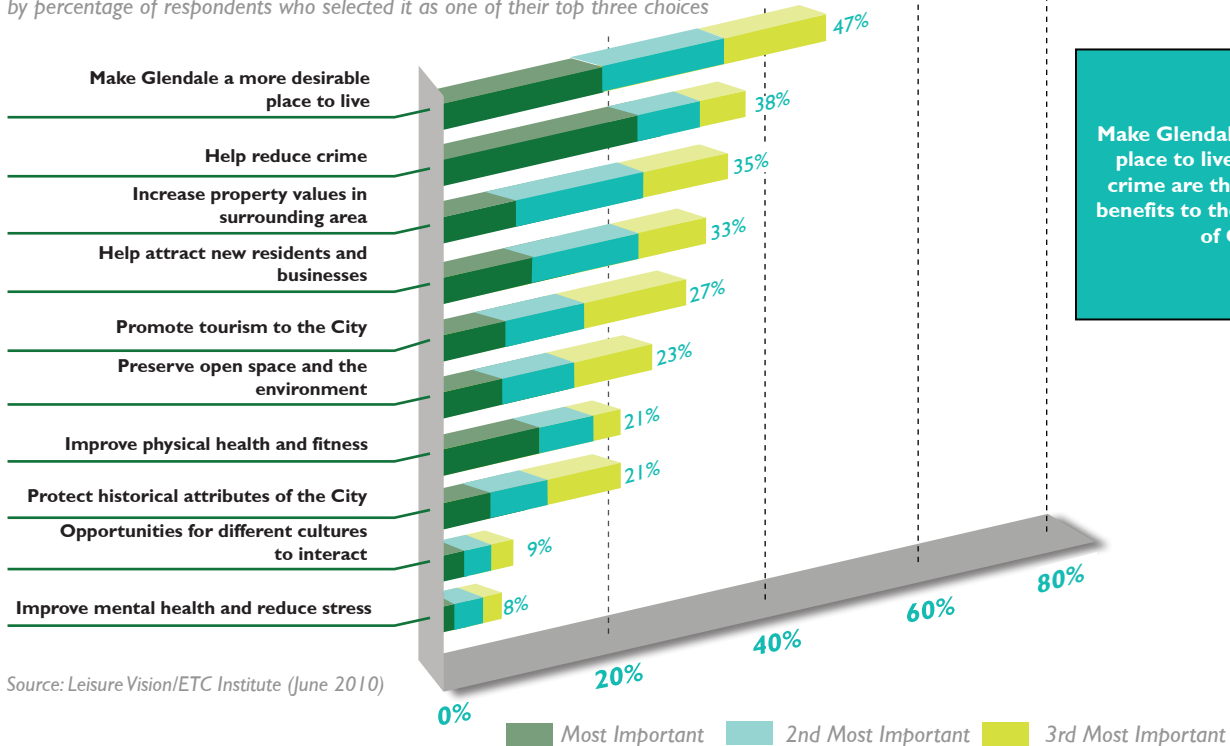
by percentage of respondents who selected it as one of their top three choices



Improve physical health and fitness is the most important benefit to households

- **BENEFITS OF PARKS, TRAILS AND FACILITIES THAT ARE MOST IMPORTANT TO THE FUTURE OF THE CITY OF GLENDALE.** Based on the sum of their top four choices, the potential benefits of parks, trails and recreation facilities that are most important to the future of the City of Glendale are: make Glendale a more desirable place to live (47%), help reduce crime (38%), increase property values in surrounding area (35%) and help attract new residents and businesses (33%).

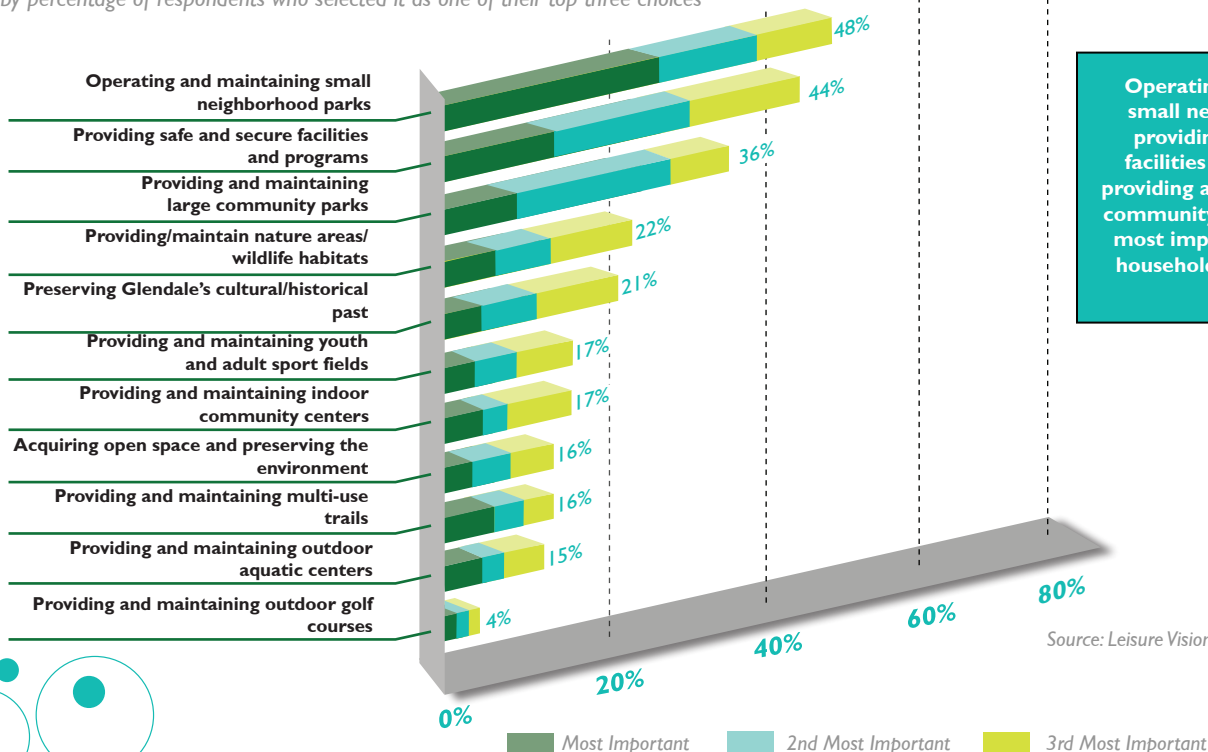
by percentage of respondents who selected it as one of their top three choices



Make Glendale a more desirable place to live and help reduce crime are the most important benefits to the future of the City of Glendale

- **MOST IMPORTANT FUNCTIONS FOR THE PARKS AND RECREATION DEPARTMENT.** Based on the sum of their top three choices, the functions that are most important for the City of Glendale Parks and Recreation Department are: operating and maintaining small neighborhood parks (48%), providing safe and secure facilities and programs (44%) and providing and maintaining large community parks (36%).

by percentage of respondents who selected it as one of their top three choices

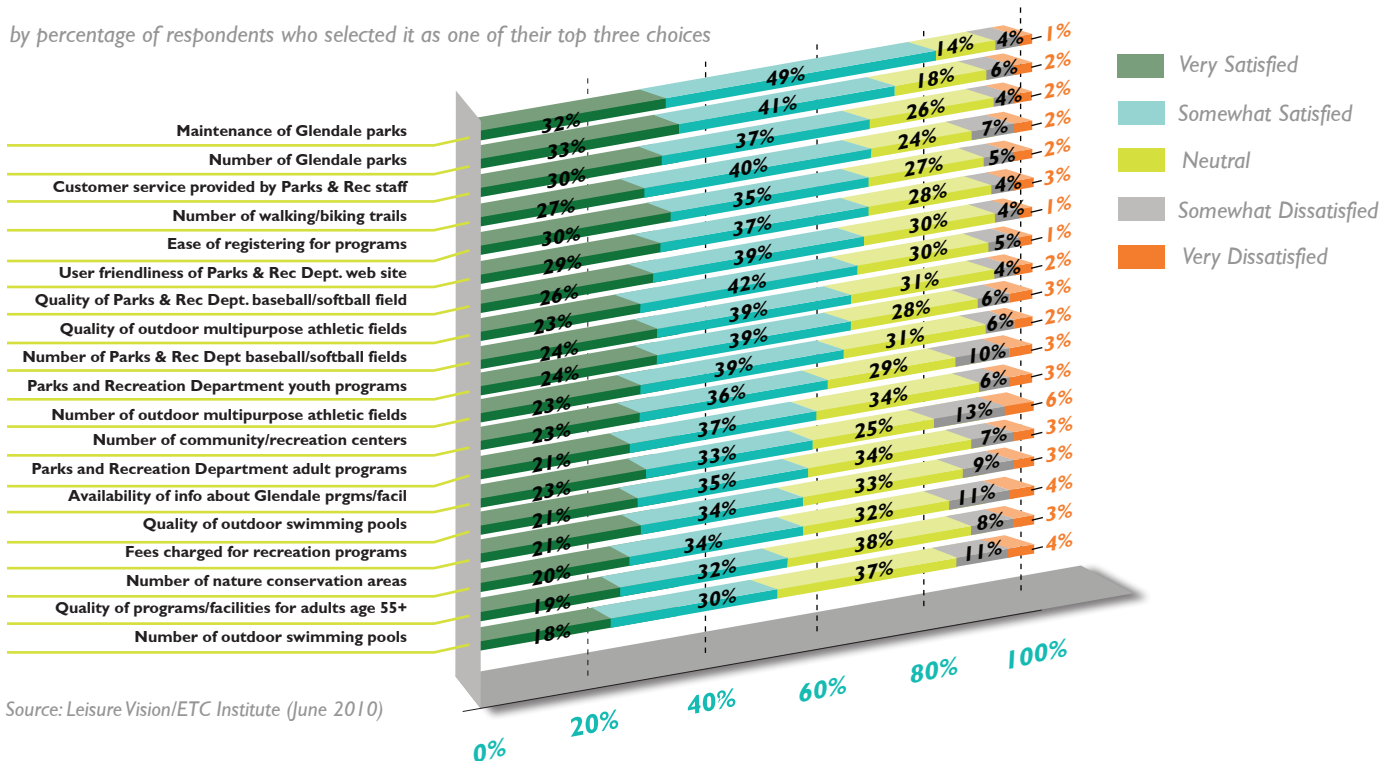


Operating and maintaining small neighborhood parks, providing safe and secure facilities and programs and providing and maintaining large community parks are the three most important functions for households with and without children

● LEVEL OF SATISFACTION WITH THE SERVICES PROVIDED BY THE PARKS AND RECREATION DEPARTMENT.

The City of Glendale Parks and Recreation Department services that the highest percentage of households are either very satisfied or somewhat satisfied with are: maintenance of Glendale parks (81%), number of Glendale parks (74%), customer service provided by parks and recreation staff (67%) and number of walking/biking trails (67%).

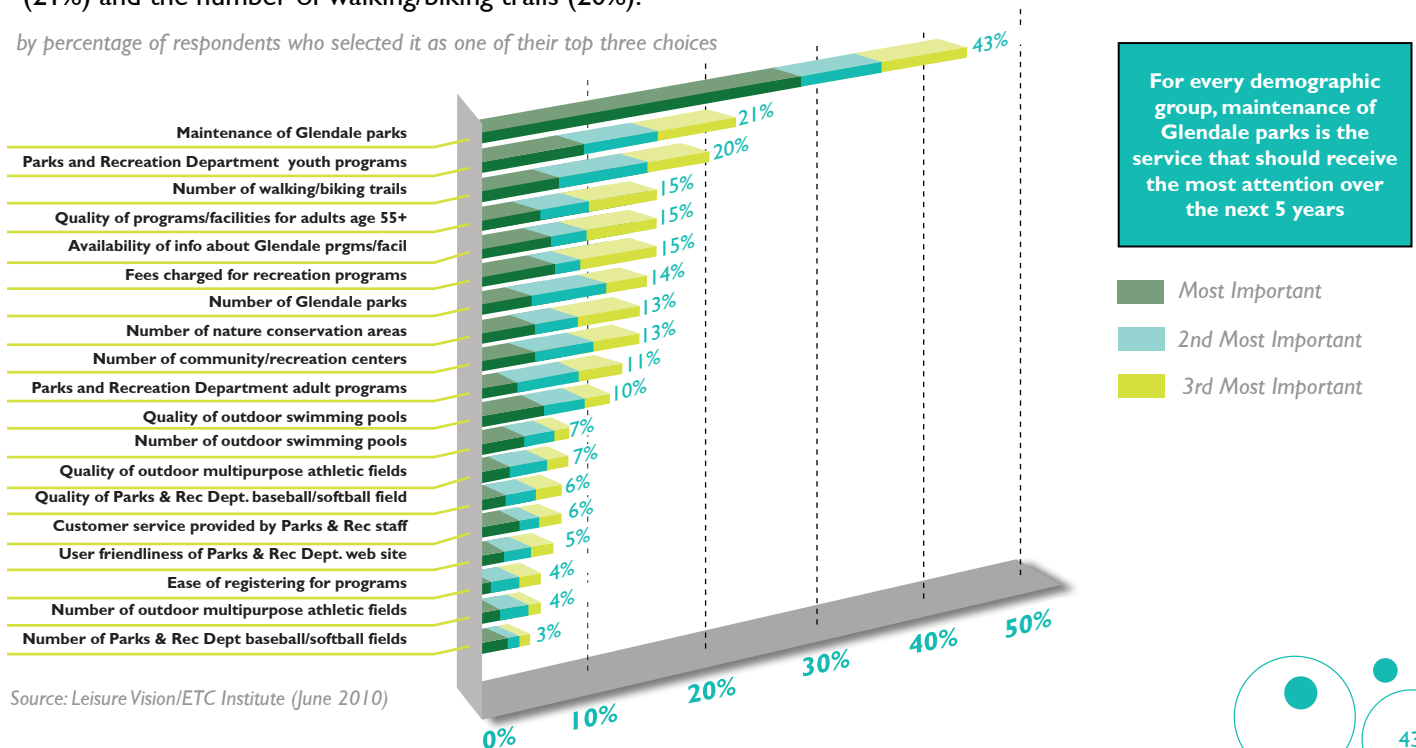
by percentage of respondents who selected it as one of their top three choices



● SERVICES THAT SHOULD RECEIVE THE MOST ATTENTION FROM THE PARKS AND RECREATION DEPARTMENT OVER THE NEXT 5 YEARS.

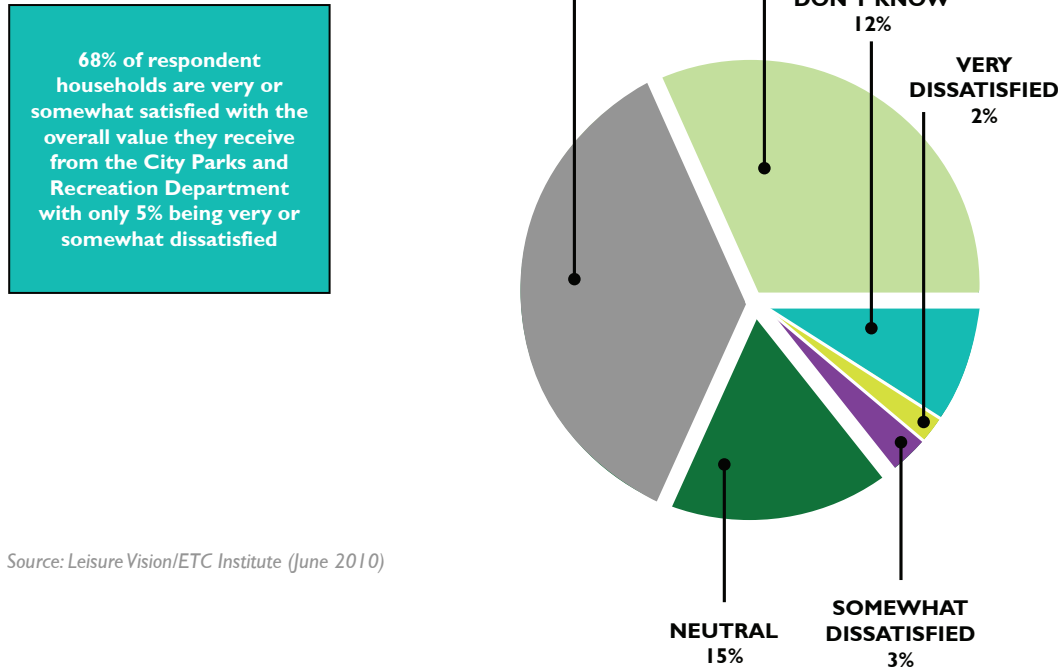
Based on the sum of their top three choices, the parks and recreation services that households feel should receive the most attention from the Parks and Recreation Department over the next 5 years are: maintenance of Glendale parks (43%), Parks and Recreation Department youth programs (21%) and the number of walking/biking trails (20%).

by percentage of respondents who selected it as one of their top three choices



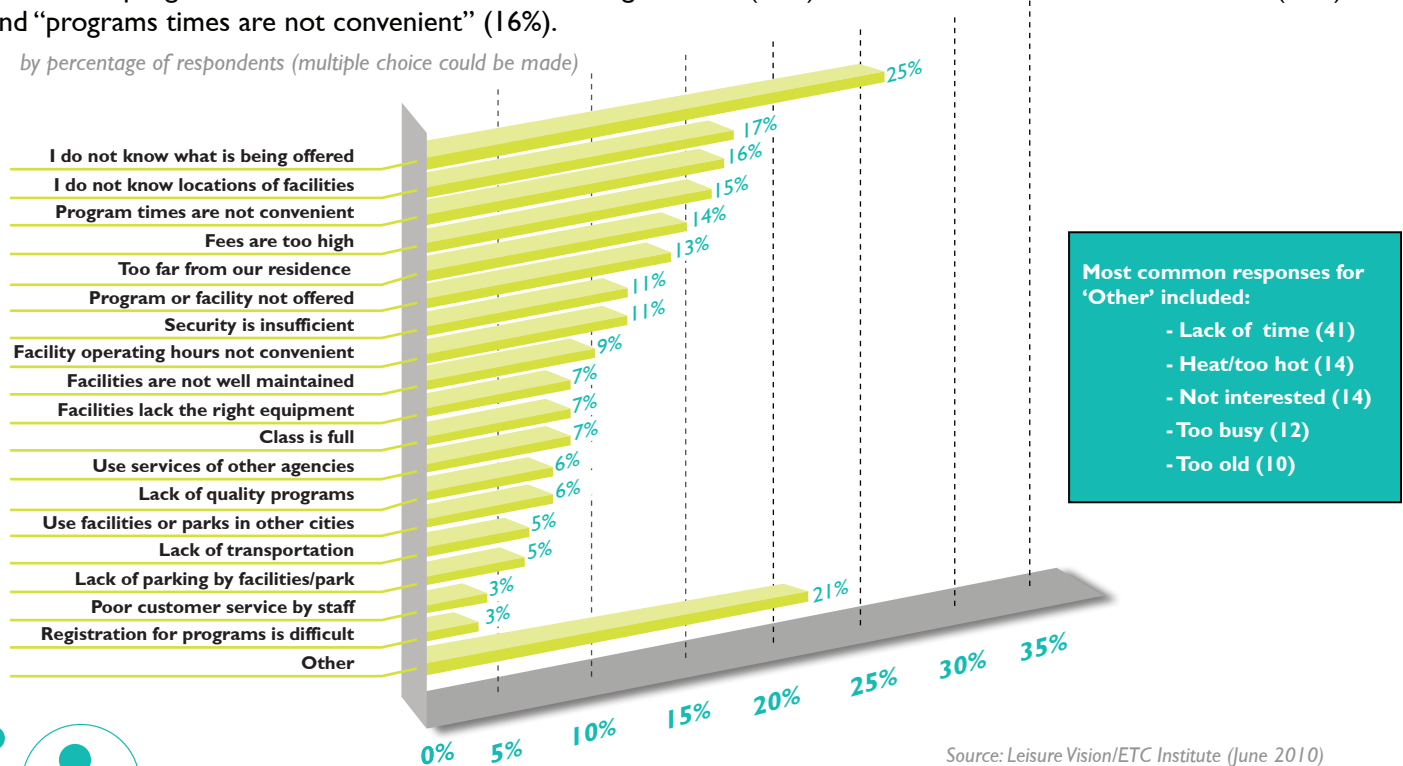
- **LEVEL OF SATISFACTION WITH THE OVERALL VALUE RECEIVED FROM THE PARKS AND RECREATION DEPARTMENT.** Sixty-eight percent (68%) of households are either very satisfied (30%) or somewhat satisfied (38%) with the overall value their household receives from the City of Glendale Parks and Recreation Department. Only 5% of households are either somewhat dissatisfied (3%) or very dissatisfied (2%). In addition, 15% of respondents rated the Parks and Recreation Department as “neutral” and 12% indicated “don’t know”.

by percentage of respondents



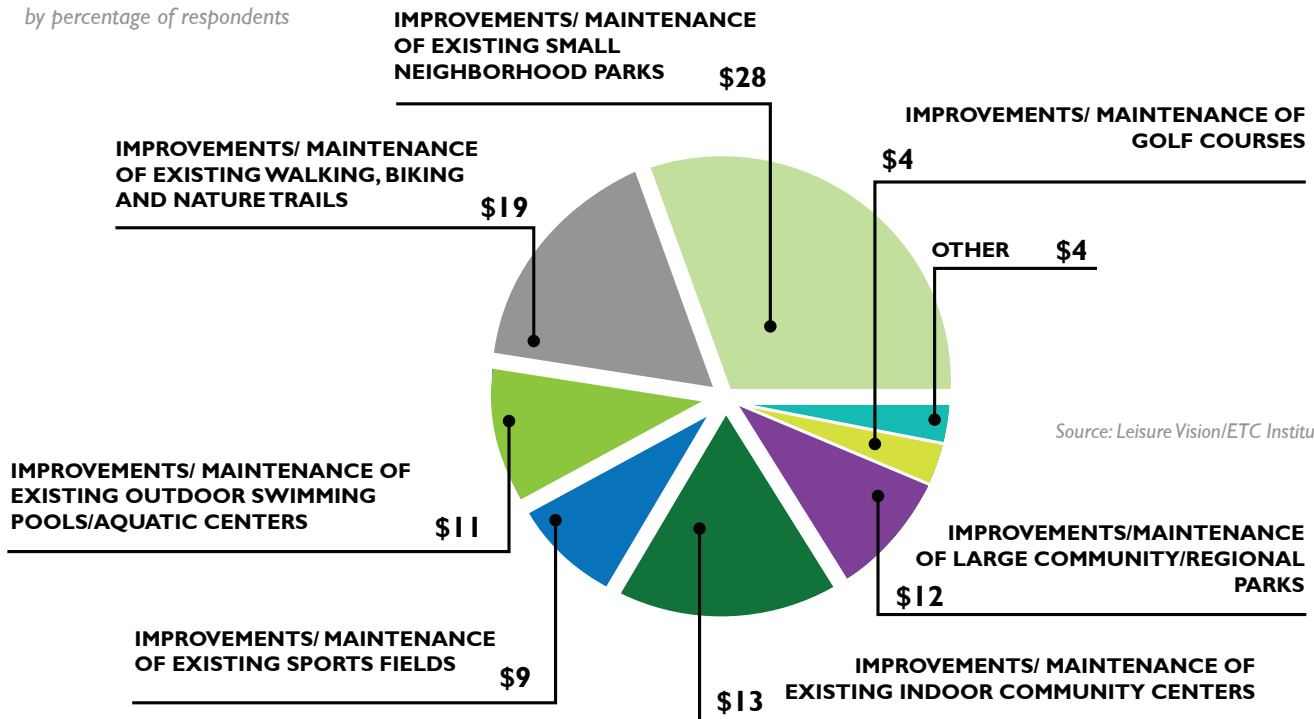
- **REASONS PREVENTING HOUSEHOLDS FROM USING CITY PARKS AND RECREATION FACILITIES.** The most frequently mentioned reasons preventing households from using City of Glendale parks, trails, recreation and sports facilities or programs are: “I do not know what is being offered” (25%), “I do not know locations of facilities” (17%) and “programs times are not convenient” (16%).

by percentage of respondents (multiple choice could be made)



- **ALLOCATION OF \$100 FOR VARIOUS PARKS AND RECREATION IMPROVEMENTS.** Respondents would allocate \$28 out of \$100 for improvements/maintenance of existing small neighborhood parks. The remaining \$72 would be allocated to improving/maintaining the following types of parks/facilities: walking, biking and nature trails (\$19), indoor community centers (\$13), large community/regional parks (\$12), outdoor swimming pools/aquatic centers (\$11), sports fields (\$9), golf courses (\$4) and “other” (\$4).

by percentage of respondents



Source: Leisure Vision/ETC Institute (June 2010)

The detailed survey findings can be viewed in their entirety in the 'The City of Glendale, Arizona Parks and Recreation Department Citizen Survey Findings Report' dated June 2010.

BENCHMARK ANALYSIS

- Since 1998, Consultant Team member, LeisureVision (a division of ETC Institute), has conducted household surveys for needs assessments, feasibility studies, customer satisfaction, fees and charges comparisons and other parks and recreation issues in more than 400 communities in over 40 states across the country. The results of these surveys have provided an unparalleled database of information to compare responses from household residents in client communities to national averages and therefore provide a unique tool to assist organizations in better decision making. Communities within the database include a full-range of municipal and county governments from 20,000 in population through over one million in population. They include communities in warm weather climates and cold weather climates, mature communities and some of the fastest growing cities and counties in the country.

National averages have been developed for numerous strategically-important parks, recreation planning and management issues including: customer satisfaction and usage of parks and programs; methods for receiving marketing information; reasons that prevent members of households from using parks and recreation facilities more often; priority recreation programs, parks, facilities and trails to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; potential attendance for planned indoor community centers and outdoor aquatic centers. Results from household responses for the City of Glendale were compared to national benchmarks to gain further strategic information. A summary of all tabular comparisons is shown on the following pages, however the detailed survey findings can be viewed in their entirety in the *The City of Glendale, Arizona Parks and Recreation Department Citizen Survey Findings Report*, dated June 2010.

BENCHMARKING FOR NEEDS ASSESSMENT SURVEYS

Have you or members of your household participated in City/County/Park District recreation programs during the past year?

Yes	30%	26%
No	70%	74%

How would you rate the quality of all the recreation programs you've participated in?

Excellent	34%	39%
Good	54%	54%
Fair	10%	6%
Poor	2%	1%
Don't Know	1%	0%

Ways the respondents learn about recreation programs and activities

From friends and neighbors	42%	46%
Newspaper articles	40%	33%
Parks and Recreation Magazine	51%	33%
City Parks and Recreation Web site	15%	30%
Flyers at parks & recreation facilities	19%	24%
School flyers/newsletter	17%	18%
Newspaper advertisements	19%	16%
Cable access television	9%	13%
Radio	10%	9%
E-mail bulletins	5%	8%
Social Networking web sites	3%	6%
Conversations with Parks/Rec staff	6%	6%
Community Councils/HOA's	NA	6%

Organizations used for parks and recreation programs and facilities

Neighboring City parks/rec	23%	49%
City Parks & Recreation	48%	45%
State parks	36%	34%
School District facilities	28%	31%
National parks	NA	28%
Churches	31%	28%
Maricopa County parks	NA	27%
Private clubs	23%	17%
Private youth sports leagues	13%	14%
Homeowners associations/apartment complex	13%	14%
Colleges/Universities/recreation facilities	16%	13%
YMCA	17%	13%
Boys and Girls Clubs	4%	3%

BENCHMARKING FOR NEEDS ASSESSMENT SURVEYS

Reasons preventing the use of parks and recreation facilities and programs more often

I do not know what is being offered	22%	25%
I do not know locations of facilities	13%	17%
Program times are not convenient	15%	16%
Fees are too high	12%	15%
Too far from our residence	14%	14%
Program or facility not offered	13%	13%
Security is insufficient	7%	11%
Facility operating hours not convenient	6%	11%
Facilities are not well maintained	6%	9%
Facilities lack the right equipment	7%	7%
Class is full	5%	7%
Use services of other agencies	7%	7%
Lack of quality programs	7%	6%
Use facilities or parks in other cities	9%	6%
Lack of transportation	3%	5%
Lack of parking by facilities/parks	5%	5%
Poor customer service by staff	3%	3%
Registration for programs is difficult	3%	3%

Note: The benchmarking data contained in this document is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Glendale is not authorized without written consent from the Consultant Team and Leisure Vision/ETC Institute.

4.6

COMMUNITY VALUES MODEL

The Consultant Team synthesized findings from the comprehensive public input process to develop a framework for guiding the development of recommendations and strategies for the Glendale Parks and Recreation Department. The Community Values Model features strategies that can be considered and are aligned with five major categories of best practices: Community Mandates, Standards, Program/Services, Business Practices/Community Outreach and Partnerships.

This strategy matrix is a building block for recommendations in the Final Master Plan Update and represents the prevailing messages the Consultant Team and staff collected from stakeholders and public input. The Community Values Model should be evaluated and refined by the political and economic conditions that impact the Department and the community, then used to validate the vision and mission of the Glendale Parks and Recreation Department.

Below are the core services of the Glendale Parks and Recreation Department that were also used to guide the development of recommended strategies in the Community Values Model:

- o Care of Infrastructure
 - parks, facilities, pools and trails
- o Health and Prevention
 - after-school programs, senior, adult, teen, youth and family wellness
- o Safety
 - parks and facility supervision, maintenance and water safety
- o Community Heritage and Preservation
 - conservation park, historical properties, parks and green space

COMMUNITY VALUE 1: COMMUNITY MANDATES

COMMUNITY VALUE 2: SERVICE STANDARDS

Maintain and enhance park and recreation facilities and programs to promote community interaction, healthy lifestyles and safety.

Update and utilize standards for development, design, operations and maintenance of park and recreation facilities.

Care for and enhance the quality of current park sites, facilities, amenities and programs within the parks and recreation system.

Utilize consistent design standards (City specific) in park and facility development, including standards for landscaping, amenities, public art and sustainable materials.

Provide parks and facilities that are equitably accessible to residents throughout the City, reflect the ability to serve a diverse public and meet ADA compliance requirements.

Maintain and track timely standards for response to public complaints, concerns or inquiries.

Upgrade park and recreation facilities to meet the needs of current users.

Define and maintain consistent and ongoing public input standards to continually refine the successful delivery of services, design of facilities and site improvements.

Continue to enhance safety and security in parks and neighborhoods that encourages positive use of the community's amenities.

Establish standards for partnerships within both the public and private sectors to augment the capital and operational resources of the Department.

Pursue responsible new improvements of the parks and recreation system in areas of the greatest growth and unmet needs.

Enhance communication and evaluation standards for marketing and promotions of the Department to improve community awareness of programs, services and facilities available in Glendale, as well as, to diversify usage and increase participation that generates earned revenues.

Leverage a variety of resources to support capital and operational needs of the Department.

Maintain consistent and updated standards for asset and amenity management in order to maximize and expand their useful lifespan.

Establish environmental sustainability standards for the Parks and Recreation Department.

Maintain local, state and national recognition as a best practices organization.

COMMUNITY VALUE 3: PROGRAMS & SERVICES

COMMUNITY VALUE 4: BUSINESS PRACTICES

COMMUNITY VALUE 5: COMMUNITY OUTREACH & PARTNERSHIPS

Provide balance and consistency in delivery of programs and services by meeting the needs of a diverse community.	Manage park and recreation facilities and programs that support Department and City cost recovery goals and policies.	Maximize resources through partnerships that leverage facilities and open space development and program opportunities.
Align programs and services to the core services of the Department.	Develop a comprehensive cost recovery plan for programs, services and facilities that appropriately balances public funding with earned revenues and maintains an appropriate balance of affordability and entrepreneurialism in the programs and services of the Department.	Develop a formalized on-going community outreach strategy to expand awareness of parks and recreation services offered to the community.
Develop and maintain high-quality programs that promote health and wellness and build a stronger sense of community.	Update the fee philosophy and pricing plan to reflect total costs of service, level of service, cost recovery goals, user demographics and a sustainable approach to managing programs and facilities.	Assess and monitor services provided to the community. Play an active role in the network of services and opportunities available to residents organizations and businesses.
Provide programs and services that have a regional appeal for purposes of economic development.	Maximize the capability of new and existing technology to enhance business practices.	Pursue and develop viable partnerships with youth service organizations and schools for youth development opportunities.
Provide access to quality programs, services and partnerships that fulfill unique and specialized needs of the community's residents.	Ensure cost control measures utilized by the Department to enhance efficiency and effectiveness of operations.	Develop a sustainable partnership with an established non-profit organization to leverage private sector funding to support select capital projects and programs.
Develop and maintain programs that interpret the significance of the natural, cultural and historic resources of the City.	Establish alternative funding policies and procedures that support capital and operating expenses.	Review and update terms of agreements with existing partners utilizing City of Glendale parks and facilities for public or private events.
		Develop public/public, public/not-for-profit and public/private partnership policies that may include strategies for engaging neighborhoods and community organizations in helping maintain park facilities and provide programs and services.

5.0 MANAGEMENT AND OPERATIONS RECOMMENDATIONS



5.1 ORGANIZATIONAL RECOMMENDATIONS

Glendale Parks and Recreation Department provides and maintains facilities, programs and services that are a strong contributor to the quality of life and community vitality of the City. The Department has recently been recognized as one of less than 100 agencies in the world that have received national accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA), which required and affirmed the extensive use of organizational and management best practices in the agency. This unique component of the Organizational Recommendations is intended to provide guidance to continue these traditions of excellence in the Department while it faces necessary growth and expansion opportunities contrasted with limited financial resources.

This section of the Master Plan Update provides recommendations that are unique to a plan of this nature – best practices to guide the Department in continuing to improve its efficiency and effectiveness while adopting new means and methods. These recommendations have been developed following a thorough review of the updated organizational structure of the Department, employee meetings conducted as a component of this project, a quality assessment evaluation of the workforce that involved nearly 100% of Department employees and the City Council and involvement of the Department's leadership team.

STRUCTURAL RECOMMENDATIONS

The Glendale Parks and Recreation Department has undergone multiple rounds of organizational restructuring in order to adjust to the economic challenges available for operations. The most recent organizational chart reflects the elimination of vacant positions in an effort to reduce the overall size of the organization without a reduction of current employees. This process has been effective in both reducing the operational resource requirements of the agency to meet City budget reduction mandates, as well as preserving employment for existing personnel.

THE RECOMMENDATIONS OF THIS MASTER PLAN UPDATE ADDRESSING THE ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT ARE:

1. Maintain a Tiered Management Structure

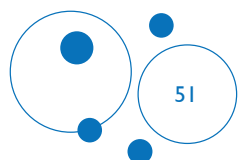
The tiered management structure organized by function represented in the traditional and current organizational chart of the Department should be maintained. This structure enables sufficient sharing of responsibilities both laterally and vertically in the agency.

2. Control the Proportion of the Total Labor Budget

Best practice agencies maintain a total labor budget (not including contracted labor costs) that does not exceed 65% of the total operational budget of the Department. It is important to note that if the Department reduces operational budgets on the whole, a portion of those reductions is reflected in labor resources. The fate of organizations that do not manage labor resources in appropriate proportions to the entire agency budget is that they evolve with a workforce larger than the functions that are supported by resources. Labor costs for FY 2011 are budgeted to be approximately 61% of the total operational budget of the Department, which is within this recommended best practice.

3. Leverage Additional Resources

Difficult economic times are forcing agencies to find alternative means and methods to meet community needs and perform traditional duties. It is important for the Department to continue to utilize contract labor, volunteers and partnerships to manage the size of the full time labor force and potentially reduce the amount of required temporary and seasonal employees.



CULTURAL BEST PRACTICES

Organizational culture is at the heart of an agency's ability to achieve great things and is the context and methodology in which an agency makes decisions. A culture of innovation and engagement requires an underlying trust between all layers of the organization. This Master Plan Update includes four best practices currently maintained by the Department that will continue to be the framework by which the Department operates into the future.

1. EMPLOYEE FOCUS

Soliciting and managing concurrent feedback from all levels of employees throughout the organization provides both a relief valve for staff frustrations, as well as genuine opportunities to engage employees in addressing issues in the Department. This is also an active method for engaging and encouraging innovation from all levels of the Department.

2. INTERNAL COMMUNICATION STANDARDS

The Department will continue to maintain internal and external communication standards that are respectful and transparent to ensure an engaged workforce and an informed community.

3. EMPLOYEE RECOGNITION AND REWARD

The Department will continue to manage an employee recognition and reward program that is fair, matches appropriate rewards with the achievements earned, avoids favoritism, is consistent and provides something of value to employees. This also is another proven approach to encourage creativity and engagement throughout the organization.

4. ACCOUNTABILITY

Accountability is the foundation of the Department's success in serving the community. The primary commitments of the Department will continue to be:

1. Focus on outcomes not efforts
2. Clearly communicate expectations
3. Inspect what you expect
4. Coach and mentor the challenged
5. Address meeting performance expectations
6. Maintain the value of public service



This Maintenance Management Plan has been prepared as a component of the Parks and Recreation Master Plan Update project and contains recommendations that were developed following intensive review of the current site and asset maintenance responsibilities of the Glendale Parks and Recreation Department. These existing circumstances were coupled with industry best practices provided by the Consultant Team as derived from extensive national experience. The resulting recommendations were generated in order to support the strategic decisions of the City for maintaining high-quality parks, open space, trails and recreation assets into the future.

PURPOSE OF THE MAINTENANCE MANAGEMENT PLAN

The purpose of the Maintenance Management Plan is to clearly define the requirements and actions of the Glendale Parks and Recreation Department for maintaining high-quality parks, open spaces, trails and recreation sites and assets in the coming years. This includes consideration of existing conditions of the current inventory, as well as additional sites and assets that are being considered in the upcoming years.

INDUSTRY BEST PRACTICES

In the process of completing over 700 projects throughout the United States and abroad, the Consultant Team has developed a set of best management practices for park and recreation agencies. Several of these are related directly or indirectly to maintenance responsibilities. These 10 recommended best management practices are provided below for the City of Glendale's consideration.

Best practice agencies integrate sustainability approaches within maintenance management practices. This includes energy conservation, use of alternative fuels and hybrid or electric vehicles, Leadership in Energy and Environmental Design (LEED) principles, use of solar and wind power, planting trees, reducing staff driving time, recycling and the reduction of chemicals in general park maintenance duties. The recommended best practices described below can be integrated into the Glendale Parks and Recreation Department management priorities and supported by City leadership for purposes of preserving the quality and integrity of facilities, structures, assets throughout the system, and environment.

1. Park maintenance personnel in best management systems maintain 12 to 14 acres per person of managed park space. This can be a combination of public employees and contract employees.[○]
2. Best managed park and recreation systems have a maintenance work order system in place to track the cost of maintenance, utilities, supplies, equipment and employee time for parks and recreation facilities based on set standards. The work order system also manages asset lifecycles for all replacement schedules to keep parks and facilities up to the required level so the public will enjoy them for a long period of time.
3. Best practice agencies have an equipment replacement program established and funded to keep equipment tied to employee productivity and support the efficiency goals of the agency.

[○] This is a best practice finding based on the 700+ projects completed by PROS Consulting LLC over the last 15 years in the parks and recreation industry.

4. Best practice agencies outsource their maintenance operations at no less than 20% of their total labor costs with the remaining resources dedicated to continuity. If a contract is discontinued, the agency should be able to step in and continue operations with limited impact on the users.
5. Best management agencies have maintenance management plans in place to maintain control of maintenance costs and efficiency. These plans are updated every five years.
6. Best practice agencies have established design standards for parks and recreation facilities based on the outcomes that they want to achieve, the cost to develop facilities and the return on investment from users to support operational expenses, if any. These standards apply to all parks and all recreational facilities an agency has under its management and control.
7. Best practice agencies reinvest 4-6% of the estimated value of their total assets (less land values) annually in their capital assets and infrastructure in order to maintain what they already own to keep them well positioned in the minds of residents. [○]
8. Best practice agencies have maintenance and program standards that support design standards to operate as efficiently as possible while supporting the customer service requirements of the program or facility.
9. Best practice agencies seek out bond funds to support capital costs every five years to keep the bond issuance low with the high value of return to taxpayers based on the time-value of money. As parks and recreation facilities are developed and succeed, the community will support these bond issues if presented to clearly identify the benefits residents will receive as a result of these investments and that the improvements have wide age segment appeal.
10. Best practice agencies have 35-40 funding sources including earned revenues that they use to support operational and capital costs to keep the agency as sustainable as possible.



[○] This is a best practice finding based on the 700+ projects completed by PROS Consulting, LLC. over the last 15 years in the parks and recreation industry.

● REGULAR MAINTENANCE REQUIREMENTS

The regular maintenance requirements of the Department are vast and extend beyond the sites and assets they directly manage. This section of the Maintenance Management Plan addresses the total scope of the regular maintenance responsibilities of the Department, reviews the current resource requirements to meet these expectations, calculates unit based quantifications for most major resource requirements and provides the method through which projections for future resource needs can be developed. Issues not addressed in this section are major capital repair and replacement actions that are beyond the preventative and responsive nature of regular maintenance.

Objectives of Parks and Recreation Department Maintenance

The Department's maintenance efforts are expansive and address diverse aspects of maintaining high-quality facilities, amenities and infrastructure for the sake of preserving the integrity of public assets and their meaningful use. The prevailing objectives of the Department's maintenance program are presented below:

- o Maintain and improve the sites, grounds, facilities and structures of the City of Glendale Parks and Recreation system to provide optimal and enjoyable use.
- o Provide landscaping and general maintenance for a multitude of City amenities, including but not limited to landscaping beds and turf, urban open spaces, urban forests and select City buildings and structures.
- o Be responsive to maintenance needs of the City open space tracts including, but not limited to access points, trail repair, erosion control and trash removal.

The assessment performed by the Consultant Team reviewing the sites and facilities of the system yielded findings that the maintenance staff are extremely productive given their vast responsibilities and limited resources. It is important for Department management and City leadership to project future resource requirements of additional sites and facilities across each of these objectives. These objectives represent the full scope of expectations the community has for the outcome of parks and recreation maintenance efforts.

The Consultant Team collected data from the Department regarding the current resource requirements of the maintenance team and their responsibilities in both direct labor and contracted labor. These requirements will be detailed in accordance with an objective quantification of maintenance responsibilities in such areas as acres, types of sites and facilities, miles of trails, etc. The pages that follow build the framework of quantifying maintenance resource requirements by unit, which can enable an accurate projection of future requirements with additional sites and assets in the system.



Maintenance Modes

Glendale Parks and Recreation Department maintenance functions are currently organized into a tiered structure of three different levels of service. These three levels are referred to as Maintenance Modes and each has a unique standard that dictates routine maintenance tasks and their frequency. The appropriate maintenance mode is assigned to each park or site which creates the framework for organizing and scheduling tasks and responsibilities at each location. A description of each of the maintenance modes is provided below:

Maintenance Mode 1

Mode 1 applies to parks or sites that require the greatest level of effort and highest maintenance standard in the system. These are typically highly-developed parks with multiple amenities that are heavily used. Parks maintained under Mode 1 are generally regional parks, sports complexes and specific community parks, a few neighborhood parks and special use facilities.

Maintenance Mode 2

Mode 2 applies to parks or sites that require a moderate level of effort and maintenance standard in the system. These can include developed and undeveloped parks with amenities that are heavily used. Parks maintained under Mode 2 are generally neighborhood parks, special use facilities, city facilities and fire stations and some community parks.

Maintenance Mode 3

Mode 3 applies to parks or sites that require a nominal level of effort and maintenance standard in the system. These generally include undeveloped parks with minimal amenities. Parks and areas maintained under Mode 3 are mostly retention basins.

**See Appendix for tables detailing the maintenance tasks and their frequency*

Proportional Workload by Area of Focus

The first step in developing standardized parameters to project regular maintenance requirements of the division is to quantify the proportional workload of the prevailing functions of the maintenance division. There will remain many aspects of the maintenance division's workload that are difficult to accurately quantify such as administrative support requirements, drive times from site to site and unanticipated or emergency maintenance requirements. This analysis only reviews direct labor and contracted labor requirements associated with performing maintenance tasks. The areas of maintenance workload that are evaluated are:

- o Parks
- o Trails
- o Sports Fields/Complexes
- o Urban Forestry
- o Open Space
- o Indoor Facilities
- o City-Wide Responsibilities

Park Maintenance

Park maintenance responsibilities include the regular mowing, landscaping, pruning, structure and infrastructure repair, utilities and trail work associated with the 70 park sites within the system – 55 neighborhood parks, nine community parks and six regional parks. This inventory represents a total of 862.4 acres of parkland and numerous park amenities. Based upon review of the system and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **70% of annual labor resources to park maintenance responsibilities.**

Trails Maintenance

Within the scope of park maintenance responsibilities is hard surface trail maintenance. There are currently 14 miles of hard surface trails and 27 miles of natural surface trails that have specific areas to be maintained including: surfacing repairs, erosion control, bridges, railings and embankments. It is estimated that hard surface trail maintenance accounts for **7% of the park maintenance workload area.**

Sports Fields/Complexes

Sport Fields/Complexes responsibilities include: mowing, landscaping, field repair and restoration and facility maintenance at six lighted sport fields, two unlighted sport fields and four multi-field sports complex's. Lighted sport fields include Brian Anderson Field, O'Neil Park, Rose Lane Park, Sahuaro Ranch Main Soccer Field and two fields located within the Thunderbird Paseo Park. Unlighted fields include the northeast and northwest soccer fields at Sahuaro Ranch Park. The four multi-field sports complexes include Foothills, Paseo and Sahuaro Ranch Park, in addition to, the Glendale Youth Sports Complex. The Department is also responsible for monitoring the use of fields located at four schools located within the City. These schools include Bicentennial, Sine, Landmark and Kachina Schools. Based upon review of the system and interviews with department staff it is estimated that the parks maintenance division dedicates approximately **10% of annual labor resources to sport fields/complexes responsibilities.**

Urban Forestry

Urban forestry responsibilities include the maintenance of the urban forest comprised of approximately 13,000 trees in City parks and other areas maintained by the Department. Based upon review of the system and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **4% of annual labor resources to forestry responsibilities.**

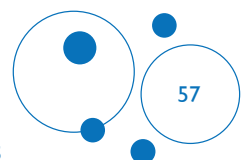
Open Space Maintenance

Open space responsibilities include the maintenance of natural lands and open spaces. This inventory includes the land of Thunderbird Conservation Park (not including the trails) and the 19 retention areas maintained by the Department. In total, there are 1,213.3 acres of City open space lands. Maintenance includes the removal of noxious weeds and trash and management of native habitat. Based upon our review of the system and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **2% of annual labor resources to open space maintenance responsibilities.**

Facility Maintenance

Facility maintenance responsibilities are those involving the interior and exterior maintenance requirements of the Foothills Recreation and Aquatics Center, Glendale Adult Center, Glendale Community Center, Community Center North, Sahuaro Ranch Park Historic Area buildings and structures and the facilities at O'Neil Park and Rose Lane Park. Facilities also included in this inventory are one skate/BMX park and the four aquatic facilities maintained by the Department (two of which are owned by the City while the other two are school facilities). Maintenance in this area includes all structural, utility and general maintenance of buildings, infrastructure and outdoor surfacing.

These maintenance responsibilities also include occasional janitorial or cleaning responsibilities. The daily custodial maintenance is performed by contracted services at the major recreation centers. There are a total of 113,430 square feet of enclosed facilities that are the focus of these efforts, 89,708 square feet of outdoor skate park facilities and 150,095 square feet of outdoor pool space. Based upon our review of the system and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **5% of annual labor resources to facility maintenance responsibilities.**



City-Wide Responsibilities

The Department has maintenance responsibilities that serve the City of Glendale outside of the sites and facilities of parks and recreation. These city-wide responsibilities include mowing and landscaping at City sites and a diverse set of miscellaneous maintenance tasks for which the Department is accountable. This includes approximately 21 additional sites through the City of Glendale including managing the maintenance contract for the landscaping and mowing around nine fire stations and providing irrigation support services. These services provided by the Department play a crucial role for the City, but require resources to support. Based upon our review of the system and interviews with Department staff, it is estimated that the maintenance division dedicates approximately **2% of annual labor resources to city-wide responsibilities**.

The table below estimates the proportion of the total workload of direct labor only in performing maintenance tasks in these seven areas of focus:

MAINTENANCE AREA	Park Maintenance	% OF TOTAL WORKLOAD	70%
	Trails Maintenance		7%
	Sports Fields/Complexes		10%
	Urban Forestry		4%
	Open Space Maintenance		2%
	Facility Maintenance		5%
	City-Wide Responsibilities		2%

FINDINGS AND RECOMMENDATIONS

The analysis of maintenance management requirements of the Glendale Parks and Recreation Department reviewed all areas of maintenance responsibilities, including all major sites and facilities owned and maintained by the Department. The two most important outcomes from this analysis are:

1. Identify areas for potential efficiency measures
2. Identify incremental/unit maintenance requirements by facility in order to project future maintenance obligations

The Department has undergone staffing and budget reductions within the last three years in many areas including reductions in the maintenance division. The result of these reductions has been increasing the use of alternative methods for addressing the maintenance requirements of the system such as updating maintenance standards (maintenance modes) and the increased use of contract labor support. The Department has done a commendable job of creating improved efficiencies in performing maintenance tasks in the process. The challenges of current and near future economic constraints on the state, region and City of Glendale requires the Department to continue to seek opportunities to achieve the desired outcomes of maintaining all sites and facilities in safe working condition and of meeting community expectations for quality while proactively managing the labor, equipment and material resources.

Additionally, the results of this analysis identified that the incremental or unit maintenance requirements by each type of site or facility are critically important for projecting future maintenance resource requirements as new facilities are developed or existing facilities are enhanced. One of the greatest challenges of many park and recreation agencies is the ability to quantify and project maintenance requirements associated with new parks and facilities. Often new facilities are developed with little or no additional resources designated within the agency to address the added maintenance requirements to keep these facilities in safe working condition, while not detracting from the maintenance requirements of other existing facilities. These findings should assist the Department in making the case where additional maintenance resources will be needed.

● POTENTIAL EFFICIENCY MEASURES

There were five opportunities identified for potentially enhancing the efficiency measures of maintenance requirements in the system. These opportunities are:

Volunteers

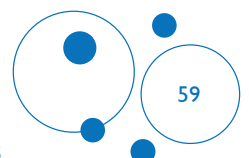
The use of neighborhood and community volunteers to maintain park sites is becoming an increasingly popular method to supplement the efficiency of public park and recreation agencies in addressing some of the simpler maintenance requirements of sites and facilities. While it is true that managing volunteers requires labor hours in itself, significant quantities of in-kind labor support can be generated if programs and opportunities are managed properly. The risk management and operational policies of the City will dictate what tasks are most appropriate for volunteers, often with limitations on equipment and vehicle usage. Some areas/tasks in which volunteers can be utilized to support maintenance requirements are:

- o Erosion control
- o Graffiti removal
- o Litter/trash control
- o Restroom cleaning
- o Mowing^o
- o Skate/BMX facility maintenance

There are multiple ways in which volunteers can be engaged to perform these tasks either through planned events or on a regular basis. A few of these opportunities are:

- o **Volunteer work days** – these can be organized either in neighborhoods or community wide. It is recommended that a minimum of two volunteer work days be held each year to address park maintenance needs. Specific projects would need to be organized within each of these work days.
- o **Adopt-a-Park** – this is a formalized program where individuals, groups/families or organizations can adopt a park in the system for purposes of providing a minimum number of volunteer hours for maintenance support each year. It is recommended that “park adopters” commit a minimum 200 total volunteer hours each year to the park in which they adopt.
- o **Community Park Stewards Program** – this is an organized volunteer program in which volunteers are recruited and trained to provide regular and routine maintenance support at designated sites and facilities. This program would require that volunteers be not only sufficiently trained, but incentivized through benefits and rewards for service.

^o There are potential equipment limitations to volunteers performing these tasks based upon the risk management policies of the City.



Community Service Workers

Community service workers are similar to volunteers in that direct labor hours are required to oversee and manage the program, but substantial labor savings and cost avoidance can be generated through a progressive approach to engaging community service worker opportunities in the system. This has been highly successful in many park agencies throughout the nation and reflects great synergy between multiple public agencies. Areas/tasks in which community service workers can be utilized to support maintenance requirements are:

- Pre-emergent turf management[○]
- Erosion control
- Graffiti removal
- Litter/trash control
- Restroom cleaning
- Shrub and tree pruning[○]
- Mowing[○]
- Fertilizing and aeration[○]
- Skate/BMX facility maintenance

Community service workers can include, but not be limited to the following groups or individuals:

- **Low level civil offenders where community service hours are required (including youth)** – these community service workers would need to be organized into designated tasks and workdays. They will require limited supervision by Department staff.
- **City or County detainees** – these community service workers are best engaged through a contract or letter agreement with the public safety department responsible for them. These arrangements typically involve a fee paid to the Public Safety Department in exchange for the work performed. These fees should be substantially less than either the direct labor or typical contract labor costs associated with the work. Public safety officers or guards associated with the jail or detention center are required to accompany detainees performing community service work and sometimes even bring their own equipment (mowers, etc.). Based upon the policies of the City of Glendale, these workers would only be allowed to work at certain facilities at certain times in order to not conflict with facility users or usage.

Frequency Reduction

One of the most common ways of gaining efficiencies in maintenance tasks is to review the opportunities to reduce task frequencies. Some tasks may not be able to be performed less often due to safety or city regulations, but others may. Most often the greatest resistance to reducing task frequencies is either push-back from staff on departures from their traditional manner of performing work or negative feedback from residents and park users who notice maintenance tasks are not performed as often. Specific suggestions to consider on reducing frequencies include but are not limited to:

- Erosion control – reduce frequency by as much as 50%
- Park inspections – reduce frequency by as much as 75%
- Playground inspections – reduce frequency by as much as 25%
- Restrooms cleaned – reduce frequency by as much as 50%
- Mowing – reduce frequency by as much as 30%

[○] There are potential limitations to community service workers performing these tasks based upon the risk management policies of the City.

Technology Integration

The most progressive park and recreation agencies are utilizing technology to achieve and maintain improved efficiency in their departments. There are multiple opportunities to integrate technology into operations that can reduce staff time associated with performing tasks, as well as manage better use of staff time and scheduling throughout the year. Typically there are up-front costs associated with utilizing technology for improved efficiency, but the return on investment is usually actualized within the first two years of using the technology tools. The following are some examples of technology options unique to the maintenance management responsibilities of the Department:

- o Tracking and reporting park inspections digitally through hand-held devices (Blackberry, iPad, etc.)
- o Converting to a paperless reporting system
- o Maintenance management/work order system for scheduling and managing crews
- o Equipment inventory and lifecycle tracking system
- o Maintenance needs tracking system

The greatest potential of gaining improved efficiencies through technology are with a maintenance management/work order system that can be utilized to schedule and manage crews, track equipment inventories and lifecycles and track maintenance needs in the system. This recommendation is made from the common observation of numerous park systems around the United States in which the greatest inefficiencies in the maintenance teams were in loss of work time through poor scheduling and responsiveness to maintenance needs.

Additional Contract Labor

Contract labor can be less costly for the Department to perform routine maintenance tasks because of fewer burdens from the legacy and additive personnel costs. While it is not recommended that all maintenance be managed through contract services, there are additional opportunities to consider in which the direct costs to the Department could be further reduced. Examples of areas in which additional contract labor support can be considered include, but are not limited to:

- o Erosion control
- o Litter/trash control
- o Restroom cleaning
- o Tree pruning
- o Mowing
- o Indoor recreation facilities maintenance
- o Park landscape irrigation system



● INCREMENTAL/UNIT MAINTENANCE

The greatest value of developing incremental/unit maintenance requirements for sites and facilities throughout the system is for managing and projecting maintenance needs as new sites are acquired, new facilities are constructed or new parks/park amenities are developed. The table below summarizes the incremental and unit labor costs for all major sites and facilities in the Glendale Parks and Recreation Department system. These labor requirements are the combined sum of direct labor and contract labor hours currently being utilized to perform maintenance functions in each of these types of sites and facilities. The one exception to this from the facilities below are the multipurpose recreation facilities.[○]

RECOMMENDED MINIMAL MAINTENANCE REQUIREMENTS*			
SITE/FACILITY	Aquatic facilities	INCREMENTAL/UNIT LABOR COST	904 average annual hours per pool / 0.03 annual hours per square foot
	Multipurpose recreation facilities (indoor)		817.6 average annual hours per facility / 0.09 annual hours per square foot
	Sport Field/Complexes		554.7 average annual hours per field
	Skate/BMX parks		422.4 average annual hours per park / 0.01 annual hours per square foot
	Splash Pads		326.8 average annual hours per splash pad
	Fountains		102.6 average annual hours per fountain
	Regional parks		64.24 annual hours per acre
	Community parks		49.11 annual hours per acre
	Neighborhood parks		43.85 annual hours per acre
	Retention basins		28.36 annual hours per acre
	Thunderbird Conservation Park		2.23 annual hours per acre

*Based on FY 2010-2011 City of Glendale Parks and Recreation Labor Statistics.

[○] The average annual hours per facility reported in the table does not reflect the contract labor support for custodial services at Foothills Recreation and Aquatic Center. Those services total an additional 4,850 hours annually to service that 67,000 square-foot facility or essentially 0.07 annual hours per square-foot of contract custodial labor support. The total annual hours per square foot listed in the table includes these contract hours and can be used as a metric for estimated total maintenance requirements for future facilities.

The most innovative and successful park and recreation agencies in the United States leverage valuable, mutually-beneficial partnerships in order to better meet community needs and expand the reach of their own resources. Due to the economic challenges facing the Glendale Parks and Recreation Department, creative and meaningful partnerships are a key strategy for the Department to move forward to meet the needs of the community over the coming years. These recommendations provide an overview of strategies and best practices for partnerships to position the Department as a part of a network of providers in the community, including leveraging the multiple partnerships already in place that the Department has successfully utilized to meet community needs more efficiently and more effectively.

POLICY FRAMEWORK

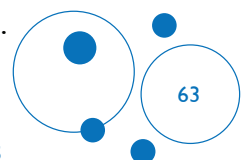
It is critical that the Department have an overall partnership philosophy that is supported by a policy framework for managing these relationships. Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping the staff to manage against what may have caused conflicts internally and externally. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These recommended partnership principles are:

- o All partnerships require an up-front discussion that describes the reason for creation of the partnership and establishes an outcome that benefits each partner's involvement.
- o All partnerships require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other. These partnerships will be evaluated on a yearly basis with reports back to the Department on the outcomes of the partnership and how equitable the partnership remains.
- o All partnerships will track costs associated with the partnership investment to monitor the level of equity each partner is investing.
- o Partnerships will utilize best practices of cooperative planning on an annual basis and regular communication.
- o Full disclosure by both partners to each other will be made available when issues arise.
- o Each partner will appoint a liaison to serve each partnering agency for communication purposes.
- o Private not-for-profit partner or contractor cannot lobby elected or appointed officials for renewal of a contract with the City. Any such action will be cause for termination. All negotiations must be with the Glendale Parks and Recreation Department Director or designee.
- o Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.

PUBLIC/PUBLIC PARTNERSHIPS

There is often great value in partnerships with other public agencies, neighboring cities, schools, colleges and any other municipal services in Glendale. The following suggested public/public partnerships guidelines are recommended for the development and/or operations of parks and recreation facilities and programs in Glendale:

- o A working partnership agreement will be developed and monitored together on an as needed basis.
- o Each partner will meet with the Glendale Parks and Recreation Department staff annually to plan and share cost benefits received and invested by each partner.
- o There will be measurable outcomes established that can be monitored annually at a minimum.
- o Each partner will assign a liaison for communication and planning purposes.
- o Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement.
- o If conflicts arise between partners, appropriate representatives will meet to resolve the issue.



● PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

Partnerships with private, non-profit entities can be very successful. Among the greatest benefits of working with non-profit partners is their ability to attract donations and grants to support their operations and to recruit and retain volunteers. Recommended guidelines for public/not-for-profit partnerships are:

- A working partnership agreement will be developed and monitored together. At no time will the not-for-profit agency approach an elected or appointed official to lobby for renewal of their partnership agreement or for changing the partnership agreement during the working partnership year.
- The partnership and supporting agreement will be evaluated each year based on the agreed outcomes and performance measures. An appropriate balance of costs and benefits must be shared by each partner.
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement.
- If conflicts should arise during the partnership year, the Glendale Parks and Recreation Department Director or designee and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue.

● PUBLIC/PRIVATE PARTNERSHIPS

There are numerous current examples of public/private partnerships that work exceptionally well because each of the partner's expectations and responsibilities are aligned with their objectives. For-profit operators are often willing to take on more responsibilities that are inherently costly if there are sufficient revenues overall to account for these expenses and still allow for a reasonable profit to be earned. The following recommended guidelines are provided for developing and managing public/private partnerships in Glendale:

- Upon entering into an agreement with a private business, group, association or individual, the Glendale Parks and Recreation Department must acknowledge that the private partners should be allowed to make a reasonable profit given the terms of the agreement and nature of the relationship.
- An appropriate fee paid to the Department will be negotiated for the opportunity of the private partner to operate on or at public facilities.
- In developing a public/private partnership, the Glendale Parks and Recreation Department, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by the Glendale Parks and Recreation Department. The outcomes will include: standards of quality, financial reports, customer satisfaction, payments to the Department and overall coordination with the City for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- The private contractor will provide on a yearly basis, a working management plan they will follow to ensure the outcomes desired by the Glendale Parks and Recreation Department. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. The Glendale Parks and Recreation Department must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsel. If none can be achieved, the partnership shall be dissolved.
- The for-profit partners must adhere to the pricing policies of the Department.


PARTNERSHIP OPPORTUNITIES

These recommendations are an overview of existing partnership opportunities available to the Glendale Parks and Recreation Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The recommended Partnership Policies encourage three classifications of partners – public, not-for-profit and private. This section of the Partnership Plan further organizes partners within each of these classifications as having an area of focus relevant to the type of service/benefits being received and shared. The following five areas of focus are recommended:

1. **Operational Partners** – other entities and organizations that can support the efforts of the Glendale Parks and Recreation Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events and/or maintain the integrity of natural cultural resources through in-kind labor, equipment or materials.
2. **Vendor Partners** – service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the Glendale Parks and Recreation Department in exchange for reduced rates, services or some other agreed-upon benefit.
3. **Service Partners** – non-profit organizations and/or friends groups that support the efforts of the Glendale Parks and Recreation Department to provide programs, events and/or serve specific constituents in the community collaboratively.
4. **Co-branding Partners** – private, for-profit organizations that can gain brand association and notoriety as a supporter of the Glendale Parks and Recreation Department in exchange for sponsorship or co-branded programs, events, marketing, promotional campaigns and/or advertising opportunities.
5. **Resource Development Partner** – a private, non-profit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities and resources from individuals and groups within the community to support the goals and objectives of the Glendale Parks and Recreation Department on mutually-agreed strategic initiatives.

The table on the page 67 illustrate examples of some specific types of partnership targets within each of these classifications and areas of focus. Other types of partnerships can be formed, if beneficial to the City of Glendale.





**Creative and meaningful
partnerships are a key strategy for
the Department.**

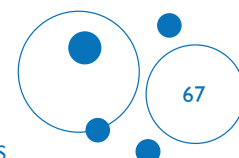
	PUBLIC PARTNERS	NOT-FOR-PROFIT PARTNERS	PRIVATE PARTNERS
Operational Partners	<ul style="list-style-type: none"> • City Public Works Department • City Police/Fire Department • Maricopa County Public Safety/Corrections • Public Schools/Colleges 	<ul style="list-style-type: none"> • Sports league associations • Church organizations • Private schools/colleges • YMCA/YWCA • Home owner associations 	<ul style="list-style-type: none"> • Private service contractors • Private sport and recreation facilities
Vendor Partners	<ul style="list-style-type: none"> • Public Colleges 	<ul style="list-style-type: none"> • Community service organizations • Private schools/colleges • YMCA/YWCA • Youth service organizations • Private clubs/associations 	<ul style="list-style-type: none"> • Sport and recreation suppliers • Sport and recreation retailers • Private service contractors • Related private businesses • Private sport and recreation facilities and services
Service Partners	<ul style="list-style-type: none"> • Public Schools/Colleges • City Police/Fire Departments • City Community Service Departments (i.e. Health and Human Services) • Maricopa County Community Service Departments (i.e. Health and Human Services) 	<ul style="list-style-type: none"> • Youth service organizations • YMCA/YWCA • Church organizations • Private schools/colleges • Private clubs/associations (non-profit) • Home owner associations • Sports league associations 	<ul style="list-style-type: none"> • Private sport and recreation facilities and services • Private clubs/associations (for-profit)
Co-branding Partners	<ul style="list-style-type: none"> • Maricopa County • State of Arizona • City of Peoria • City of Phoenix 	<ul style="list-style-type: none"> • Youth service organizations • YMCA/YWCA • Church organizations • Private Schools/Colleges • Private clubs/associations (non-profit) • Community service organizations 	<ul style="list-style-type: none"> • Sport and recreation suppliers • Sport and recreation retailers • Private service contractors • Related private businesses • Private sport and recreation facilities and services • Health related facilities and services (i.e. medical, insurance, etc.)
Resource Development Partner		<ul style="list-style-type: none"> • Glendale Parks and Recreation Foundation/Conservancy^o 	

PARTNERSHIP PRIORITIES

Given the breadth of partnership opportunities available to the Glendale Parks and Recreation Department, the following priorities are recommended for initial focus:

1. Work to establish a resource development partner such as a foundation or conservancy within the next 12-24 months. This partner should be developed with the primary purpose to leverage private sector resources, grants, other public funding opportunities and resources from individuals and groups within the community to support the goals and objectives of the City of Glendale on mutually agreed strategic initiatives.
2. Expand operational partners to support the ongoing efforts to maintain high quality parks and facilities in Glendale through agreements with public safety agencies for community service workers and through private organizations and individuals through an Adopt-a-Park program.
3. Expand service partnerships in which alternative and related providers in the community support the provision of park and recreation services to residents at city park and recreation sites and facilities.
4. Seek and expand vendor partners to support the costs of materials, supplies and related services needed by the Department.
5. Seek co-branding partners to offset event and program costs and to expand the branding of Department programs and facilities in the community.

^o This is a suggested name for a non-profit resource development partner that currently does not exist. It is recommended the Department take leadership role in the development of such a partner with the support of the City of Glendale.



5.4 LEVEL OF SERVICE ANALYSIS

There are multiple methods that can be, and are, frequently used to determine the community need for park and recreation facilities and programs. The most common and universally-accepted approach to a level of service analysis originated with the National Recreation and Park Association (NRPA) in the 1980's when the organization began establishing norms for the amount of park lands or park amenities a community should strive for based on population. The latest NRPA standards published in 1990 compares the supply of facilities against demand as measured by the total population of a community.⁹ These guidelines are typically reflected as the number of facilities or park acreages per a measurable segment of the population. An example of this may be a minimum of 10 acres of total park land for every 1,000 residents.

This Master Plan Update utilizes a Level of Service Analysis to establish reasonable and prudent standards for park lands and park amenities in the community of Glendale moving forward. The reality of current and local economic conditions is that the City of Glendale is not in a position to pursue large expansion or growth in the park and recreation system in the next decade. There are, however, areas of need where appropriate development of new parks or park amenities or completion of unfinished parks should be considered in order to meet the demands and expectations of residents of Glendale.

The Level of Service Standards developed in this Master Plan Update were derived from the combination of multiple analyses and reflect national and local best practices, the relevant needs of the community, financial constraints of the City, the limited availability of land for new parks and alternative providers in the community. Ultimately, these standards should be used to provide justification and data for leadership of the Department and City to make decisions about facility and asset priorities - but should not be taken unilaterally as the sole determinant of how the City will invest in the park system over the next several years. In other words, these standards should be used as a decision-making tool and not as recommendations by themselves.

● CITY OF GLENDALE LEVEL OF SERVICE STANDARDS

The Level of Service Standards Analysis is a review of the inventory of parks and major park assets in relation to the total population of the study area. There are multiple approaches to determine standards that are appropriate for each community, thereby making it a complex analysis to establish relevant standards for the City of Glendale. In order to establish an appropriate set of standards for the Glendale Parks and Recreation Department, the Consultant Team utilized a four-step method as described below:

1. Established current standards for existing parks and recreation sites, amenities and projected future needs based upon projected population growth to maintain these standards.
2. Reviewed national standards provided by NRPA.
3. Reviewed the inventory of park land, green space and recreational amenities provided by alternative organizations in the community (i.e. schools, YMCA, homeowner associations, etc.).
4. Developed standards collaboratively between the Consultant Team and the Management staff from the Glendale Parks and Recreation Department to project future needs based upon current standards, local trends, public input and best practices in similar communities around the United States.

⁹ Lancaster, R.A. (Ed.). 1990. *Recreation, Park and Open Space Standards and Guidelines*. Ashburn, Virginia. National Recreation and Park Association.

● PARK CLASSIFICATIONS

This Standards Analysis follows the existing system of park classifications which features five types of land defined by type of predominant use, size and management techniques. These classifications and their basic descriptions are detailed below:

Neighborhood Parks

Neighborhood parks are intended to be easily accessible by adjacent neighborhoods and should focus on meeting neighborhood recreational needs, and yet preserve small open spaces in residential or commercial areas. Neighborhood parks are smaller than community parks and are designed typically for residents who live within a one-mile radius. Neighborhood parks provide many recreational opportunities for the entire family and often contain landscaped areas, benches, picnic tables, low-level lighting, no restrooms, playgrounds, sport courts, casual open space for spontaneous play and small turf areas. Passive recreation activities are predominant at neighborhood parks. Neighborhood parks generally range from 0.01 to 10 acres.

Community Parks

Community parks are intended to be accessible to multiple neighborhoods and beyond. They meet a broader base of community recreational needs, as well as preserving unique landscapes and open spaces. Community parks are generally larger in scale than neighborhood parks but smaller than regional parks and are designed typically for residents who live within a three-mile radius. Community parks often contain facilities for specific recreational purposes: designated athletic fields, picnic areas, reservable picnic shelters, sport courts, permanent restrooms, large turf and landscaped areas and playgrounds. Community parks also can include special event venues, ponds and natural areas. A special attraction like a dog park, spray fountains, skateboard park or horticulture center could also be added. Community parks generally range from 10 to 25 acres. Community parks typically serve a larger area – radius of 1 to 3 miles – and contain more recreation amenities than a neighborhood park.

Regional Parks

A regional park typically serves multiple communities and residents within five or more miles of the park. Depending on activities and amenities within a regional park, users may travel as many as 20 miles or 30 minutes for a visit. Regional parks usually include both the basic elements of a neighborhood park combined with amenities similar to a community park. In addition, regional parks feature specialized facilities including, but are not limited to: swimming pools, recreation centers and special event venues. Regional parks range in size from 25 to 200 acres and include compartmentalized zones that offer specialized features, such as a substantial sport facility or complex, amphitheater or natural area with interpretive trails. Regional parks can and should promote tourism and economic development by enhancing the economic vitality and identity of the entire region.



Conservation Parks

There is currently only one conservation park in Glendale. Conservation parks are relatively undeveloped areas which are complimentary to a regional trail system and to another greenway. This park has been established for the protection of lands with significant natural features, such as, critical wildlife or plant habitat and rock outcroppings. Often such lands are appropriate for use as undeveloped open space. These areas are typically at least 50 acres in size, with the current park being 1,185 acres. They can include limited recreational opportunities that are managed by the City like picnic tables, wildlife viewing, environmental education and multi-use trails (pedestrian, mountain biking and equestrian trails). Traditionally, these types of parks serve both a conservation and interpretive purpose for habitat preservation and responsible recreation.

Retention Areas

Retention areas are small tracts of open space held and managed by the City in order to support basic civil engineering functions such as storm water management, parcel separation and zoning. Retention basins have the same rules and regulations as neighborhood and community parks, but typically only provide open green space for informal activities when not flooded. Extreme caution should be exercised when using these areas for recreational purposes.

● FACILITY TYPES

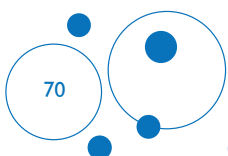
There are two classifications of facilities featured in the Standards Analysis – recreation centers and special use facilities. These classifications are based upon their predominant use, size and management.

Multi-Generational Recreation Centers

Recreation centers are defined as large, regional facilities that feature a combination of indoor multi-purpose space, indoor recreation and fitness space and also outdoor recreation space in some instances. The size of the facility is not as important as the service radius, travel time and the population contained within the service area. The guideline for size typically equates to one square foot per person targeted to be served by the center. These are typically facilities that may range from 25,000 to 125,000 square feet and require a full complement of staff to operate. These facilities may also include specialty amenities such as:

- Gyms
- Indoor walking tracks
- Game rooms
- Tutorial spaces
- Meeting rooms
- Indoor or outdoor aquatic spaces
- Cardiovascular and free weight fitness rooms
- Aerobic/dance rooms
- Art or performing art spaces
- Kid fit and preschool areas
- Climbing walls
- Locker rooms
- Adequate storage space
- Offices
- Community gathering spaces
- Concession or restaurant spaces

These facilities can generate income to offset operational costs as they serve large population areas rather than neighborhood specific areas.



Family Aquatic Centers

Existing family aquatic centers in Glendale are all outdoor facilities, some of which are highly developed with multiple amenities. These facilities can generate income to help offset operational costs. Family aquatic centers are defined as including more than one of the following amenities:

- o Zero-depth entry
- o In-water playgrounds
- o Water slides
- o Learn-to-swim areas
- o Lazy rivers
- o Lap swim areas
- o Water polo and basketball areas
- o Deep water
- o Picnic and birthday party areas
- o Concessions
- o Restrooms
- o Zoned to accommodate targeted groups

Sport Fields/Complexes

Today, sport complexes are designed for team sports, such as, baseball, softball, football and soccer, but have multiple uses in multiple size field complexes. These facilities can be high revenue producers because of the special tournaments they can host. Economic value to the City is enhanced from this form of tourism with an increase in the sales of hotel rooms, food and other entertainment establishments within the City.

These types of sports complexes include amenities such as; ball diamond lights, parking, restrooms, concessions, batting cages, picnic areas, irrigated fields, scoreboards, quality sound systems, covered dugouts, good quality turf and covered play areas for children and football/soccer complexes that can serve all levels of players. These complexes include field lights, concessions, warm-up areas, irrigation, picnic areas, playgrounds, parking, restrooms and fields that can easily be easily converted to reduce wear. Typically these complexes range in size from 15 to 40 acres.

Special Use Facilities

Special use facilities are amenities or sites that predominantly feature distinctive uses, unique management techniques or serve targeted groups or special interest groups in a certain type of recreation category. These facilities can be focused to the neighborhood or the City as a whole and can include, but not be limited to: interpretive gardens, historic facilities and sites, amphitheaters and performance venues, a singular trail connection between City or park amenities, stand-alone multi-purpose buildings/structures or specialized sport facilities. Special use facilities typically have a wide demographic appeal and need to be operated with different criteria than a neighborhood or community park.



● ALTERNATIVE PROVIDERS[○]

In 2007, the Glendale Parks and Recreation Department partnered with Arizona State University to complete the *Community Inventory Assessment* to identify facilities and services within Glendale, and within one mile beyond the city limits that were complementary and/or redundant to those provided by the Department. The study included facilities, programs and services provided by the Department and was completed in December 2008. Specifically, the goals of the project as detailed in the 2008 report were:

1. Develop a baseline inventory of all park and recreation-related opportunities within the City and extending to one mile beyond the City's borders. (In some cases, where the only available area/facility was beyond one mile, it was included in the assessment).
2. Assist the Department as it moves forward with updating the Parks and Recreation Master Plan. Complete one of the critical requirements for departmental accreditation from the National Recreation and Park Association.
3. Determine overlaps and gaps relative to the provision of park and recreation programs, facilities and services provided to the community.

The 2008 findings helped serve as a “point in time” benchmark of the City’s current facilities, services and programs and also other service providers in and near the City of Glendale. The community inventory results also assisted the staff in identifying potential new partnerships and evaluate gaps and overlaps in services. The data has been reviewed as part of the Master Plan Update and the findings have been accounted for in the Master Plan recommendations. These findings have been accounted for in the recommendations of this Master Plan Update.

The community inventory did not address specific acreage or square footage of other similar service providers in or near the community; nor the level of public access to their programs and facilities. Therefore, the Level of Service Standards recommended in this Master Plan Update only reflect City-owned and managed sites and amenities and do not take into account other similar services and facilities provided by other community organizations and businesses.

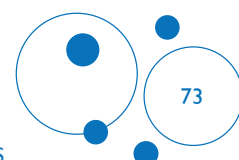


[○] Hultsman, Wendy, Ph.D., Daniel Plunkett. Glendale Parks and Recreation Department Community Inventory Assessment. Arizona State University, December 2008.

● AMENITIES

There are 24 types of amenities that are owned and operated by the Glendale Parks and Recreation Department that are reviewed in this Level of Service Analysis. These amenities are:

1. Natural surface trails – earthen or unimproved trails
2. Improved surface trails – paved (either pervious or impervious)
3. Active open space – informal, unscheduled open space that can be used for informal play and recreational use
4. Diamond ball fields – developed ball fields for Little League, baseball and/or softball
5. Rectangle sports fields – multipurpose, rectangular athletic fields for soccer, football and rugby
6. Basketball courts – lighted and unlighted outdoor basketball courts
7. Tennis courts – lighted and unlighted outdoor tennis courts
8. Racquetball courts – lighted outdoor racquetball courts
9. Volleyball courts – lighted and unlighted outdoor volleyball courts
10. Splash pad – outdoor aquatic splash pad
11. Ramadas (non-reservable) – outdoor picnic shelters used first-come, first-serve
12. Ramadas (reservable) – outdoor reservable picnic shelters
13. Picnic areas – picnicking areas that can include one or more picnic tables
14. Playgrounds – outdoor playground/equipment of varying sizes
15. Skatepark/BMX – outdoor skate-scape used for skateboarding and/or BMX bicycles
16. Dog park – outdoor park exclusively used as off-leash dog areas
17. Restrooms – park restrooms of varying sizes
18. Amphitheater – outdoor performance venue
19. Natural aquatic access area – river, creek or lake frontage with public access
20. Swimming pool – outdoor swimming pools of varying sizes
21. Gardens – outdoor community or interpretive gardens with public access
22. Golf course – public golf course
23. Indoor multi-purpose space – indoor space in a park and recreation facility that can be used for meetings, programs, events or reservable activities
24. Indoor fitness/recreation space – indoor space in a park and recreation facility that is used for fitness and recreation programs



● PARK AND RECREATION SYSTEM INVENTORY

The inventory of the current Glendale Parks and Recreation Department is detailed in the table on this page. There are a total of 92 separate park and open space sites and 2,188 acres included in the system. Listed below are the major facilities:

- 55 Neighborhood Parks
- Nine (9) Community Parks
- Six (6) Regional Parks
- One (1) Conservation Park
- 20 Retention Areas
- Three (3) Multi-Generational Recreation Centers
- Two (2) Family Aquatic Centers
- Four (4) Sport Field/Complexes
- Nine (9) Special Use Facilities
- 27 Miles of Trails

The table to the right details the total inventory of park and recreational assets distributed throughout the park system. The pages that follow summarize each park and the inventory of assets and amenities at those locations. Parks and sites are organized by classification.

NOTE: It is important to note that the Glendale Parks and Recreation Department classifies informal recreational fields that are often used as practice fields for bat and ball sports, soccer or football as “Active Open Space Areas.” Only highly developed sports fields found in athletic complexes are designated as either diamond ball fields or rectangle sports fields.

This is an important distinction when conducting a Level of Service Analysis on these types of amenities in the system, it creates the illusion that Glendale is far below national recommended standards for sports fields. In truth, most agencies and the national standards report informal practice fields as sports fields. When this distinction is noted, Glendale actually falls in line with typical and recommended national standards.

EXISTING PARKS AND RECREATION ASSETS	TOTALS
Natural surface trails (mileage)	27
Improved surface trails (mileage)	14
Active open space areas	48
Diamond ball fields	13
Rectangle sports fields	16
Basketball courts	55
Tennis courts	38
Racquetball courts	49
Volleyball courts	44
Splash pad	2
Ramadas - non-reservable	99
Ramadas - reservable	45
Picnic areas	63
Playgrounds	97
Skatepark/BMX	2
Dog park	3
Restrooms	21
Amphitheater	2
Natural aquatic access area	2
Swimming pool	2
Gardens	1
Golf course: 9-hole	2
Indoor multipurpose space	6
Indoor fitness/recreation space	3

**See Appendix for additional inventory data*

● RECOMMENDED LEVEL OF SERVICE STANDARDS

The recommended Level of Service Standards developed in this Master Plan Update were the result of four major areas of study and analysis as summarized previously:

1. Establish current standards for existing parks, recreation sites and amenities. Project future needs based upon projected population growth to maintain these standards.
2. Review national standards provided by NRPA.
3. Review the inventory of parkland and green space and recreational amenities provided by alternative organizations in the community (i.e., schools, YMCA, homeowner associations, etc.).
4. Develop standards collaboratively between the Consultant Team and the Management staff from the Glendale Parks and Recreation Department to project future needs based upon current standards, local trends, public input and best practices in similar communities around the United States.

These standards were developed by both the Consultant Team and the leadership of the City of Glendale Parks and Recreation Department after thorough review of community input received and an evaluation of the unique circumstances and characteristics of the City of Glendale.

Community Network

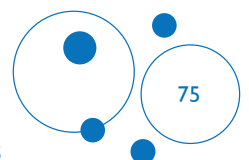
The recommended Level of Service Standards for the City of Glendale Park and Recreation Department only reflect the inventory owned by the City and do not include the complementary facilities within the community. Calculations for potential new park, facility or amenity development by 2014 or 2020 that result from these standards do not have to be the responsibility of the City, but rather can be achieved through innovative partnerships with existing or new organizations and entities in the community. The Department should utilize these standards to support becoming the “hub” in a network of providers in the community that strive to meet these projected demands by the year 2020.




Parks Without Level Of Service Standards

These recommended standards do not include a specified level of service expectation for two types of parks or sites – conservation parks and retention areas. Conservation parks by definition are large tracts of open space that are the result of the right circumstances coming together – available and appropriate land, city resources and willing neighbors to name a few. It is not appropriate for the City of Glendale to seek an inventory of conservation parks dependent on the population of the community and therefore, a Level of Service Standard was not developed for this park classification. The level of service for this classification is identified in the *Thunderbird Conservation Park Master Plan* adopted by City Council in 2006. Retention areas are similar in that the City often has these as an integral component of storm water management and a level of service standard was also not developed for this park classification.

As a result of these two classifications of parks not featuring a Level of Service Standard based on population, the recommended standards for park acreage in the table on the following page appears to be low. In these standards it is recommended that Glendale Parks and Recreation Department seek to maintain 3.30 acres of developed park land for every 1,000 residents. This is only for parks in the neighborhood, community and regional park classifications and does not include the inventory of conservation parks, retention areas or the acreages often associated with special use facilities. While this seems low compared to the common national standard and expectation of 10 acres for every 1,000 residents, it is actually fairly close to comparable park inventories in similar and neighboring cities.

To demonstrate this, the inventory of developed parklands in the neighboring cities of Phoenix and Peoria are provided in the table on the following page as a comparison to Glendale. Given the limitations of available and appropriate lands for new park development in Glendale, the Consultant Team asserts that the recommendation of 3.30 acres per 1,000 residents in Glendale is an appropriate and prudent target for developed parklands in the coming years.



			
Conservation/Desert Parks	1,185 acres	31,578 acres	2,461 acres
Acres of Conservation Parks per 1,000 Residents (current)	4.74	20.5	16.4
Developed Parks	862 acres	4,839 acres	749 acres
Total Developed Park Units (Neighborhood, Community and Regional)	70	220	29
2010 Population	250,133	1,537,736	149,782
Acres of Developed Parks per 1,000 Residents (current)	3.44	3.14	5.00

FACILITY TYPE	CITY OF GLENDALE CURRENT STANDARDS				CITY OF GLENDALE RECOMMENDED STANDARDS				2014 CALCULATION (ACRES) BASED ON RECOMMENDED STANDARDS	2020 CALCULATION (ACRES) BASED ON RECOMMENDED STANDARDS
Neighborhood Parks (Acres)		1.02	Acres per	1,000	1.00	Acres per	1,000		9.72	26.72
Community Parks (Acres)		0.68	Acres per	1,000	0.65	Acres per	1,000		3.83	14.89
Regional Parks (Acres)		1.75	Acres per	1,000	1.65	Acres per	1,000		1.73	29.78
Multi-generational Recreation Centers		0.12	per	10,000	0.08	per	10,000		(0.87)	(0.74)
Family Aquatic Centers		0.08	per	10,000	0.15	per	10,000		1.99	2.24
Sports Fields/Complexes		0.16	per	10,000	0.20	per	10,000		1.32	1.66
Special Use Facilities		0.36	per	10,000	0.56	per	10,000		5.89	6.84

*Negative numbers indicate excess capacity.

As indicated in the table above, the projected needs calculated for 2014 and 2020 to support the growing resident population of the City of Glendale is considerably more manageable than if either current or national level of service standards were utilized. The recommended Level of Service Standards take into account the tenor of the community input received in 2010, the needs of the existing system for improvement and enhancements, the limited space available in the City for additional park acquisition/development and the limited financial capacity of the City for the next decade. In summary, these calculations yield the following key results:

1. Additional neighborhood and regional parklands will be the greatest need of the community in the coming years.
2. Additional major facility needs appear to be consistent with the amenities that are similar to the current Foothills Regional Park, which could support additional regional park needs identified above.

Amenities

Anticipated needs in order to meet recommended Level of Service Standards for amenities within the City of Glendale Parks and Recreation Department system are detailed in the table below. Individual amenity need is evaluated by single facility per every 10,000 residents. As with the parkland and major facility projections on the previous page, needs calculated for 2014 and 2020 are not cumulative but a total need at that time from the current inventory based upon anticipated population growth. Negative numbers indicate excess capacity.

FACILITY TYPE	TOTALS		CITY OF GLENDALE CURRENT STANDARDS			CITY OF GLENDALE RECOMMENDED STANDARDS			2014 CALCULATION (ACRES) BASED ON RECOMMENDED STANDARDS	2020 CALCULATION (ACRES) BASED ON RECOMMENDED STANDARDS
Natural Surface Trails (mileage)	27		1.08	per	10,000	1.25	per	10,000	6.24	8.36
Improved Surface Trails (mileage)	14		0.56	per	10,000	0.75	per	10,000	5.94	7.22
Active Open Space Areas	48		1.92	per	10,000	1.80	per	10,000	(0.14)	2.92
Diamond Ball Fields	13		0.52	per	10,000	0.70	per	10,000	5.61	6.80
Rectangle Sports Fields	16		0.64	per	10,000	0.50	per	10,000	(2.71)	(1.86)
Basketball Courts	55		2.20	per	10,000	2.10	per	10,000	0.84	4.41
Tennis Courts	38		1.52	per	10,000	1.50	per	10,000	1.89	4.44
Racquetball Courts	49		1.96	per	10,000	1.75	per	10,000	(2.47)	0.51
Volleyball Courts	44		1.76	per	10,000	1.65	per	10,000	(0.13)	2.68
Splash Pad	2		0.08	per	10,000	0.12	per	10,000	1.19	1.39
Ramadas - non-reservable	99		3.96	per	10,000	4.50	per	10,000	20.66	28.31
Ramadas - reservable	45		1.80	per	10,000	2.00	per	10,000	8.18	11.58
Picnic Areas	63		2.52	per	10,000	2.50	per	10,000	3.47	7.72
Playgrounds	97		3.88	per	10,000	3.20	per	10,000	(11.91)	(6.47)
Skatepark/BMX	2		0.08	per	10,000	0.16	per	10,000	2.25	2.53
Dog Park	3		0.12	per	10,000	0.15	per	10,000	0.99	1.24
Restrooms	21		0.84	per	10,000	0.85	per	10,000	1.60	3.05
Amphitheater	2		0.12	per	10,000	0.10	per	10,000	(0.34)	(0.17)
Natural Aquatic Access Area	2		0.08	per	10,000	0.01	per	10,000	(1.87)	(1.86)
Swimming Pools (City Owned)	2		0.08	per	10,000	0.15	per	10,000	1.99	2.24
Gardens	1		0.04	per	10,000	0.05	per	10,000	0.33	0.41
Golf Course: 9-hole	2		0.08	per	10,000	0.08	per	10,000	0.13	0.26
Indoor Multipurpose Space	6		0.24	per	10,000	0.25	per	10,000	0.65	1.07
Indoor Fitness/Recreation Space	3		0.12	per	10,000	0.08	per	10,000	(0.87)	(0.74)

In summary, these calculations yield the following key results:

1. Additional ramadas and supporting picnic amenities, playgrounds, trails and sports fields will be the greatest need of the community in the coming years.
2. Other additional amenity needs could be met in new regional and community park sites and are consistent with the findings on the previous page.



6.0 STRATEGIC IMPLEMENTATION PLAN



This chapter of the Master Plan Update has been developed as a tactical tool for planning and executing actions aligned with the approved strategies of the Department in meeting community needs and interests over the coming years. These actions and strategies have been tested against and support the core services of the Glendale Parks and Recreation Department. These core services are:

- *Care of Infrastructure*
 - parks, facilities, pools and trails
- *Health and Prevention*
 - after-school programs, senior, adult, teen, youth and family wellness
- *Safety*
 - parks and facility supervision, maintenance and water safety
- *Community Heritage and Preservation*
 - conservation park, historical properties, parks and green space

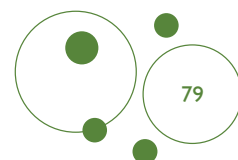
● STRATEGIES OF THE MASTER PLAN UPDATE

There were 30 key strategies identified through the public input process associated with this Master Plan Update that were detailed previously in the Community Values Model. These strategies were uniquely developed to steer the Department in the future to remain a highly-valued asset and service in the City of Glendale by meeting community needs, interests and expectations and are based upon the findings from multiple interviews, numerous focus groups, three public meetings and the statistically-valid community survey. The strategies are organized into five categories and have been addressed in all recommendations throughout this Master Plan Update. The categories and subsequent strategies are detailed below.

Category I: Community Mandates

Goal: Maintain and enhance park and recreation facilities and programs to promote community interaction, healthy lifestyles and safety.

- Strategy I.1:** Care for and enhance the quality of current park sites, facilities, amenities and programs within the parks and recreation system.
- Strategy I.2:** Provide parks and facilities that are equally accessible to residents throughout the City, reflect the ability to serve a diverse public and meet ADA compliance requirements.
- Strategy I.3:** Upgrade park and recreation facilities to meet the needs of current users.
- Strategy I.4:** Continue to enhance safety and security in parks and neighborhoods that support positive use of the community's amenities.
- Strategy I.5:** Pursue responsible new improvements of the parks and recreation system in areas of the greatest growth and unmet needs.
- Strategy I.6:** Leverage a variety of resources to support capital and operational needs of the Department.



Category 2: Service Standards

Goal: Update and utilize standards for development, design, operations and maintenance of park and recreation facilities.

- Strategy 2.1:** Utilize consistent design standards (City specific) in park and facility development, including standards for landscaping, amenities, public art and sustainable materials.
- Strategy 2.2:** Maintain and track timely standards for response to public complaints, concerns or inquiries.
- Strategy 2.3:** Define and maintain consistent and ongoing public input standards to continually refine the successful delivery of services, design of facilities and site improvements.
- Strategy 2.4:** Establish standards for partnerships within both the public and private sectors to augment the capital and operational resources of the Department.
- Strategy 2.5:** Enhance communication and evaluation standards for marketing and promotions of the Department to improve community awareness of programs, services and facilities available in Glendale, that would diversify usage and increase participation that generates earned revenues.
- Strategy 2.6:** Maintain consistent and updated standards for asset and amenity management in order to maximize and expand their useful lifespan.
- Strategy 2.7:** Establish environmental sustainability standards for the Parks and Recreation Department.
- Strategy 2.8:** Maintain local, state and national recognition as a best practices organization.

Category 3: Programs and Services

Goal: Provide balance and consistency in delivery of programs and services by meeting the needs of the diverse community.

- Strategy 3.1:** Align programs and services to the core services of the Department.
- Strategy 3.2:** Develop and maintain high-quality programs that promote health and wellness to build a stronger sense of community.
- Strategy 3.3:** Provide programs and services that have a regional appeal for purposes of economic development.
- Strategy 3.4:** Provide access to quality programs, services and partnerships that fulfill unique and specialized needs of the community's residents.
- Strategy 3.5:** Develop and maintain programs that interpret the significance of the natural, cultural and historic resources of the City.

Category 4: Business Practices

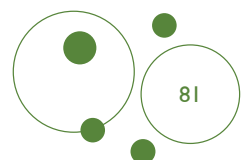
Goal: Manage park and recreation facilities and programs that support Department and City cost recovery goals and policies.


- Strategy 4.1:** Develop a comprehensive cost recovery plan for programs, services and facilities that appropriately balances public funding with earned revenues and maintains an appropriate balance of affordability and entrepreneurialism in the programs and services of the Department.
- Strategy 4.2:** Update the fee philosophy and pricing plan to reflect total costs of service, level of service, cost recovery goals, user demographics and a sustainable approach to managing programs and facilities.
- Strategy 4.3:** Maximize the capability of new and existing technology to enhance business practices.
- Strategy 4.4:** Ensure that cost control measures utilized by the Department enhance efficiency and effectiveness of operations.
- Strategy 4.5:** Establish alternative funding policies and procedures that support capital and operating expenses.

Category 5: Community Outreach and Partnerships

Goal: Maximize resources through partnerships that leverage facilities, open space development and program opportunities.

- Strategy 5.1:** Develop a formalized, on-going community outreach strategy to expand awareness of parks and recreation services offered to the community.
- Strategy 5.2:** Assess and monitor services provided to the community. Play an active role in the network of services and opportunities available to residents, organizations and businesses.
- Strategy 5.3:** Pursue and develop viable partnerships with youth service organizations and schools for youth development opportunities.
- Strategy 5.4:** Develop a sustainable partnership with an established non-profit organization to leverage private sector funding and support select capital projects and programs.
- Strategy 5.5:** Review and update terms of agreements with existing partners utilizing City of Glendale parks and facilities for public or private events.
- Strategy 5.6:** Develop public/public, public/not-for-profit and public/private partnership policies that may include strategies for engaging neighborhoods and community organizations in helping maintain park facilities and provide programs/services.





**The actions and strategies
have been tested against and
support the core services of the
Glendale Parks and Recreation
Department.**

6.1 PROGRAMS AND SERVICES

The Consultant Team formulated prioritized programs and services recommendations for the Glendale Parks and Recreation Department based upon the following criteria and elements:

1. Existing programs and services
2. Interviews with key stakeholders and user groups
3. Public feedback from workshops and community-wide survey
4. Industry best practices and emerging trends
5. Community needs, constraints and characteristics

These programs and services are intended to build upon existing successful programs and services within the Glendale Parks and Recreation Department and designed to achieve the following objectives for the agency:

- o Improve the engagement and appeal of Glendale Parks and Recreation facilities to existing and new users
- o Promote healthy lifestyles among residents of all ages
- o Promote the safety of neighborhoods throughout the City
- o Celebrate the natural and cultural resources of the City
- o Improve the framework in which the Department can seek collaborative opportunities with community partners

The following prioritized program and service needs/recommendations were developed to meet these criteria and desired outcomes. They are intended to expand upon the existing successful programs and services provided by the Department. **The priority assignment for each need is not a measure of importance** but is an indication of priority for sequencing within the focus of this Master Plan Update.

	PROGRAM NEED	PRIORITY ASSIGNMENT
Initiate a partnership program to engage alternative providers in the community as a network of recreational opportunities in the City of Glendale		Primary
Expand programs that improve the health and lifestyles of residents		Primary
Enhance the quality and accessibility of youth programs		Primary
Improve the quality and diversity of programs for adults of all ages		Primary
Upgrade the quality and diversity of programs for residents with special needs		Primary
Utilize programs that promote safety in the community		Primary
Endorse programs that celebrate the significance of natural and cultural resources of Glendale		Secondary
Develop new programs that will engage families in recreational experiences		Secondary
Maintain an appropriate balance of traditional (athletics, team sports, fitness, etc.) and non-traditional (BMX, skateboarding, rock climbing, etc.) sports and activities that are representative of community interests and predominant demands		Secondary
Initiate programs that promote and draw tourism to the community and contribute to economic development		Secondary

These needs/recommendations have been compiled into a sequencing matrix for implementation purposes as seen on the following pages.

PROGRAM/ SERVICE ACTION	DESCRIPTION
Partnership Program	Partnership program to engage alternative providers in the community as a network of recreational opportunities in the City of Glendale. This program should be aligned with the recommendations detailed within the Partnership Plan section of this Master Plan Update.
“Adopt-a-Park” Program	Partnership program that engages individuals, groups, neighborhoods and/or associations in assisting the City of Glendale by providing an agreed amount of volunteer labor and in-kind support for the maintenance of the site, facilities and security at parks.
Park Operations and Sustainability Task Force	Appointed task force of 10 to 12 persons comprised of Department staff, personnel from other City departments and possibly members of the community to review operational efficiencies and sustainability measures of the Department. That would include, but not limited, to maintenance efficiencies, sustainability practices (environmental and operational), trail and site maintenance standards, site security issues and modified landscaping design options.
Healthy Lifestyle Programs	Programs and services that improve the health and lifestyles of residents through passive and active recreation opportunities. All age groups should have a minimum of 10 program options annually that address healthy lifestyle needs and choices.
Quality, Accessible Youth Programs	Programs and services that target youth from 2 to 17 years by promoting healthy lifestyles, safe decision making and encourage responsible choices and habits. Programs are accessible by distribution throughout the City, cost and inclusion of youth with special needs.
Quality, Diverse Programs for Adults	Programs and services for adults from 18 to 80+ years that promote healthy lifestyles and improve the engagement of adults in the City. Programs are diverse and accessible by distribution throughout the City, cost and inclusion of adults with special needs.
Quality, Diverse Programs for People with Special Needs	Programs and services for youth and adults that promote healthy lifestyles, reflect the cultural and natural significance of the City, are diverse and accessible by people with special needs.
Safety-focus Programs	Programs and services that promote safe infrastructure, facilities and amenities at parks and recreation facilities should continue and be enhanced to address maintenance priorities. Programs and services should be designed and delivered to engage residents in promoting safe neighborhoods in the City.
Community Communications	Maintain consistent feedback and input opportunities with the public via online surveys, community outreach activities, customer feedback forms, occasional and ongoing focus groups and both formal/informal surveys. The intent of ongoing public input is to enhance community relationships, stay in touch with community needs/interests and to continually improve the quality and diversity of programs and services available.
Natural and Cultural Resource Programs	Programs and services that celebrate the significance of natural and cultural resources of the City should be designed and delivered in a consistent manner in not only routine programs, but also in special events.
Family Programs	Programs and services are designed and delivered under quality standards, promote healthy lifestyles, reflect the cultural and natural significance of the city and improve the participation of families in programs in the City.
Traditional and Non-traditional Sports	Develop programs and services that maintain an appropriate balance of traditional (athletics, team sports, fitness, etc.) and non-traditional (BMX, skateboarding, rock climbing, etc.) sports and activities that are representative of community interests and predominant demands.
Tourism Programs	Develop programs and services that meet the recreational needs of residents, but also provide incentives and draw tourism to the City with non-residents from the region, state and nation.

LINKAGE TO DEPARTMENT CORE SERVICES	PRIORITY ASSIGNMENT
•Care of Infrastructure •Health and Prevention •Safety	Primary
•Care of Infrastructure •Health and Prevention •Safety	Primary
•Care of Infrastructure •Safety	Primary
•Health and Prevention •Community Heritage and Preservation	Primary
•Health and Prevention •Safety •Community Heritage and Preservation	Primary
•Health and Prevention •Safety •Community Heritage and Preservation	Primary
•Health and Prevention •Safety •Community Heritage and Preservation	Primary
•Care of Infrastructure •Health and Prevention •Safety •Community Heritage and Preservation	Primary
•Care of Infrastructure •Health and Prevention •Safety •Community Heritage and Preservation	Primary
•Community Heritage and Preservation	Secondary
•Health and Prevention •Safety •Community Heritage and Preservation	Secondary
•Health and Prevention •Safety	Secondary
•Care of Infrastructure •Health and Prevention •Safety •Community Heritage and Preservation	Secondary

The priorities identified represent a preliminary ranking of order based on factors including: the needs of the community, opportunities and financial resources.

6.2 CAPITAL IMPROVEMENT PLAN

This Capital Improvement Plan section of the Master Plan Update is the culmination of facility and asset recommendations derived as priorities for the coming years. These recommended capital projects are aligned within the vision, mission and core values of the Department and have been preliminarily scoped based upon the findings of the assessments and needs analysis reports.

● CAPITAL PROJECT IDENTIFICATION

This Master Plan Update includes detailed and multi-faceted analyses into the current conditions of the Glendale Parks and Recreation Department facilities and infrastructure, the demographics and trends relevant to the residents of the area, substantial public input at meetings and additional need analyses. This process has yielded justifiable recommendations for capital projects that can maintain and enhance the current quality of facilities and services available to residents of the City of Glendale, as well as work to better meet the needs of visitors to the community.

It is recommended that capital projects outlined in this Master Plan be completed within the next decade. Economic and political conditions may change, however this could cause projects to be postponed or reconsidered. Overall, this Capital Improvement Plan can be utilized as a guideline for future improvements and development with flexibility to be updated.

● CAPITAL PROJECT PRIORITY ASSIGNMENT

Recommending priorities for capital projects over the next decade is a challenge due to all the factors that influence how a project can go from a recommendation to a reality. The suggested prioritization of these capital projects was developed based upon a number of dynamic factors including, but not limited to:

1. Potential capital costs of the project
2. Potential operating costs of the facility or asset once completed
3. Current financial capacity of the City of Glendale
4. Potential financial capacity available through grants, partnerships and regional coordination
5. Current political and economic conditions of the local area

Upcoming sections of this Master Plan address specific funding and finance alternatives that can support these projects during both the development and operational phases. This Master Plan will organize these projects by their recommended priority status as a suggested action plan for the future.

● CAPITAL IMPROVEMENT PRINCIPLES

Development principles for parks and recreation include those that support the programming, planning and design of facilities and assets to meet the needs of residents of the service area(s) and classifications within the overall parks and recreation system. The design of sites and facilities should be driven to create an enriched visitor experience including ease and diversity of use. This pertains to the ingress and egress as well as the circulation once the destination has been reached and participation has commenced. Three principles associated with the visitor experience can be summarized as follows:

- o Sense of Arrival
 - Highway/Street Signage
 - Entrance(s)
 - Landscaping
 - Views and Aesthetics

- o Aesthetic and Functional Signage
 - Directional
 - Safety and Management
- o Architecture and Use
 - Design with Natural Surroundings
 - Customer Flow
 - Mixed Use
 - Generates Satisfaction and Revenue

The following prioritized facility needs/recommendations were developed to meet these criteria and desired outcomes and are intended to expand upon the existing successful programs and services provided by the Department. **The recommended priority for each need is not a measure of importance** but is an indication of priority for sequencing within the focus of this Master Plan Update.

	FACILITY NEED	PRIORITY ASSIGNMENT
Complete Western Area Regional Park		Primary
Develop and improve shade structures/amenities in parks		Primary
Upgrade existing restrooms		Primary
Revitalize conditions of neighborhood parks		Primary
Improve existing and develop new trails, greenways and complete Trails Master Plan		Primary
Improve existing and develop new playgrounds		Secondary
Enhance and improve Thunderbird Conservation Park		Secondary
Improve existing and develop new picnic areas and ramadas		Secondary
Revitalize conditions of community and regional parks		Secondary
Upgrade parking lots		Secondary
Develop additional skate/BMX amenities as needed		Long Term
Include additional aquatic facilities as needed		Long Term
Construct additional multipurpose athletic fields as needed		Long Term
Develop additional dog parks as needed		Long Term


These recommendations have been compiled into a sequencing matrix for implementation purposes as seen on the following page. **Estimated capital costs are based upon the experience of the Consultant Team and are provided as a broad range to account for various amenities that could be included in the scope, different means and methods for construction, industry inflation and other variable costs that could be associated with each project.** Potential capital costs only apply to the specific amenity, facility or feature described in the recommended capital project.

CAPITAL PROJECT	PRELIMINARY AND RECOMMENDED SCOPE
Complete Western Area Regional Park	Complete the Western Area Regional Park in accordance with the approved Park Master Plan.
Develop and improve shade structures or shade amenities in parks	Additional and/or enhanced shade structures are needed in existing parks and in future park developments.
Improve existing and develop new restrooms	Existing restroom facilities need to be updated and in some cases upgraded with more enhanced features. Three (3) additional park restrooms are projected to be needed at locations determined by further analysis and community input.
Improve conditions of existing and develop new neighborhood parks	Existing neighborhood parks in some locations are deteriorated from age and heavy usage. These parks should be improved to increase the value of these assets to the local residents and City. An additional 27 acres of neighborhood parks are projected to be needed in areas identified in the Equity Mapping* analysis of this Master Plan Update.
Develop new trails, greenways and complete Trails Master Plan	Additional trails and linear parks/greenways are needed to meet community needs and interests. An additional 8.36 miles of natural surface trails and 7.22 miles of improved surface trails are projected to be needed in areas identified in the Equity Mapping* analysis of this Master Plan Update. The 2005 Open Space and Trails Master Plan should be updated and completed.
Improve existing and develop new playgrounds	Improvements and modernization of some current playgrounds (not including shade structures) are needed. An additional three (3) playgrounds are projected to be needed in areas identified in the Equity Mapping* analysis of this Master Plan Update.
Improve existing and develop new picnic areas and ramadas	Improvements and modernization of some current picnic areas (not including shade structures) and some existing ramadas are needed. An additional eight (8) picnic areas, 11 non-reservable ramadas and six (6) reservable ramadas are projected to be needed in areas identified in the Equity Mapping* analysis of this Master Plan Update.
Improve conditions and develop new community and regional parks	Existing community parks in some locations are deteriorated from age and heavy usage. These parks should be improved to improve the value of these assets to the local residents and city.
Improve parking lots	Existing parking lot improvements are needed as a result of increased and heavy usage.
Improve and enhance Thunderbird Conservation Park	Existing amenities and features of Thunderbird Conservation Park should be enhanced based upon the 2006 Park Master Plan to meet community needs and interests.
Develop additional skateboarding/ BMX amenities and facilities as needed	These facilities do not have to be large facilities in new parks but can be small additions in existing parks. It is projected that four (4) additional skateboarding/BMX park facilities will be needed at locations determined by further analysis and community input.
Develop additional aquatic facilities as needed	Additional aquatic facilities are projected to be needed as the community grows. These facilities can be either City of Glendale pools or those of partnered facilities/organizations. It is projected that an additional two (2) public aquatic facilities will be needed at locations determined by further analysis, community input and Equity Mapping* analysis
Develop additional multipurpose athletic fields as needed	These facilities can be either City of Glendale fields or those of partnered facilities/ organizations. It is projected that an additional six (6) diamond ball fields and three (3) rectangle sports fields will be needed in areas identified in the Equity Mapping* analysis of this Master Plan Update.
Develop additional dog parks as needed	It is projected that an additional one or two dog parks will be needed at locations to be determined by further analysis and community input.

**To illustrate the distribution of current park types and assets within the Glendale Parks and Recreation System, an Equity Mapping analysis was conducted. This process determines the service areas of the current inventory of park types and assets based on the recommended Level of Service Standards. These maps graphically illustrate where in the community the greatest demand for facilities or assets will be, based upon the location of existing inventories. (To view the Equity Maps and a detailed description, see the Appendix)*

POTENTIAL CAPITAL COST (BASED ON 2010 DOLLARS)	POTENTIAL OPERATIONAL BUDGET IMPACT	PRIORITY ASSIGNMENT
\$50,000,000 - \$75,000,000	Addition of \$1,900,000 - \$3,800,000 annual maintenance costs (includes labor) offset by substantial potential revenue	Primary
\$750,000 – \$1,500,000	Additional \$5,000 - \$10,000 annual costs for maintenance of enhanced amenities	Primary
\$1,500,000 - \$2,500,000	Varies on level of improvement; overall cost avoidance should be obtained from improving aged and deteriorated facilities	Primary
\$10,000,000 - \$15,000,000	Varies on level of improvement; overall cost avoidance should be obtained from improving aged and deteriorated facilities	Primary
\$7,500,000 - \$10,000,000	Varies on level of development	Primary
\$750,000 - \$1,000,000	Varies on level of improvement; overall cost avoidance should be obtained from improving aged and deteriorated facilities	Secondary
\$5,500,000 - \$7,500,000	Varies on level of improvement; overall cost avoidance should be obtained from improving aged and deteriorated facilities; annual maintenance costs should be offset by potential revenue	Secondary
\$25,000,000 - \$35,000,000	Varies on level of improvement; overall cost avoidance should be obtained from improving aged and deteriorated facilities; annual maintenance costs should be offset by potential revenue	Secondary
\$5,000,000 - \$7,500,000	Varies on level of improvement; overall cost avoidance should be obtained from improving aged and deteriorated facilities	Secondary
\$5,000,000 - \$7,500,000	Varies on level of improvement; annual maintenance costs can be offset by potential revenue	Secondary
\$1,500,000 - \$3,000,000	Addition of \$10,000 - \$20,000 annual maintenance costs (includes labor)	Long Term
\$0 - \$10,000,000	Additional \$150,000 - \$300,000 annual maintenance costs (includes labor) offset by substantial potential revenue	Long Term
\$0 - \$5,000,000	Additional \$25,000 - \$100,000 annual maintenance costs (includes labor) offset by substantial potential revenue	Long Term
\$1,000,000 – \$5,000,000	Addition of \$10,000 - \$20,000 annual maintenance costs (includes labor)	Long Term

The priorities identified represent a preliminary ranking of order based on factors including: the needs of the community, opportunities and financial resources.

An aerial photograph of a park. In the center is a playground with a large red canopy, yellow and purple equipment, and a purple slide. To the left is a picnic shelter with a red roof. To the right is a baseball field with a chain-link fence and various advertisements. The park is surrounded by trees and a grassy area. A large green circle is overlaid on the bottom left of the image, containing text.

**Recommended
capital projects are aligned within
the vision, mission and core values
of the Department.**

The City of Glendale has faced growth in several areas of the community since the development of the 2002 Master Plan. This growth has left areas of the community underserved by the Parks and Recreation Department. The need for additional parkland, facilities and programs has become evident. The City has been proactive in seeking ways to meet these needs and this section should serve as a road map for the allocation of scarce resources and challenged maintenance budgets in the current economic conditions.

The Land Management Plan was developed using both the Level of Service Analysis and the Equity Mapping. The goal of this section is to aid the Department in implementing its Capital Improvement Plan. The Level of Service Analysis (Section 5.4) outlines the current and projected requirements for the Department. Not all of the land, facilities and program requirements will need to be filled through acquisition. It is important to note that partnering and joint use opportunities should also be used to fulfill many of the needs of the community.

● GEOGRAPHIC LOCATIONS

Based on the Level of Service Analysis and Equity Mapping, there are several areas of the City which are underserved for specific facilities/amenities. These, along with other areas, should be the focus when considering land acquisition, new development or partnering. The areas are shown based primarily on the gaps viewed in the Level of Service Analysis and are not intended to be a comprehensive, all-encompassing list. Several other variables are in play and must be considered when evaluating land for acquisition, either for preservation or new development.

Criteria for Acquisition and Parcel Prioritization

The following are the key criteria that must be kept in mind as the City of Glendale seeks to prioritize the parcels to be acquired for land acquisition as a means to meet its goals and objectives.

○ Master Planning and Departmental Purpose Statement

- Is the project identified in the Department's previous and current Master Plan?
- Does the project support the Parks and Recreation Department's Mission Statement and core services?

○ Site Characteristics

- Is the project/site for sale or not under contract for possible development?
- Are there limited/no barriers to construction? (wetlands, floodplain site, interstates, railroads, difficult grades or other physical barriers)
- Will the site's development affect trees and vegetation?
- Does the project help expand existing infrastructure or the current scope of programming at an existing facility?
- Are there similar facilities within the service area radius of the site?

○ Financial

- Is the property available through developer contribution?
- Is the property available through the Bureau of Land Management (BLM) RP&P lease/patent process?
- Can the project be done without additional costs such as contamination remediation?
- Are there outside funding sources that can help with the project?

○ Partnership Opportunities

- Is the project adjacent to a school/library/other similar facility?
- Are there public/private/not-for-profit partnerships that have been identified for this project?

o Accessibility – Linkages

- Is the project adjacent to a planned and/or developed wash or greenway?
- Is the project adjacent to a planned and/or developed walking or biking trail?
- Is the project adjacent to a planned and/or developed nature center?
- Is the project adjacent to a planned and/or developed recreation center?

o Accessibility – Mass Transit

- Is the project within 0.5 miles of a public transportation station?

o Transparency and Citizen Stewardship

- Is this project consistent with the promotion of citizen stewardship?
- Have there been adequate opportunities for public input on land use planning?

	CRITERION	WEIGHTED IMPORTANCE
Master Planning and Departmental Purpose Statement		25%
Site Characteristics		25%
Financial		20%
Partnership Opportunities		15%
Accessibility – Linkages		5%
Accessibility – Mass Transit		5%
Transparency and Citizen Stewardship		5%
	Total	100%



● DIVESTITURE OF PROPERTY

The following criteria are suggested for evaluating City of Glendale parks to be sold, closed or transferred:

1. Park sites that are not sufficiently meeting public need for parks and recreation, historic and cultural resource preservation and natural resource protection should be evaluated for potential divestiture.
2. Portions of park sites that are not directly adjacent to the property that is used for parks and recreation, historic and cultural resource preservation and natural resource protection should be evaluated for potential divestiture.
3. Park sites that feature amenities more closely aligned with other City Departments and that can be more efficiently and effectively managed by another public entity while preserving the quality of the resource and the visitor experience should be evaluated for potential divestiture.

Properties slated for divestiture must follow City of Glendale policies and procedures.

● RETENTION BASINS

Retention and detention basins built by developers during the construction of a Master Planned Community with the primary purpose of storm water retention or detention may be deeded to the City under some or all of the following conditions:

- o The basin in question provides connectivity to an existing or future parks and recreation facility.
- o The basin is large enough to accommodate the minimum requirements of a neighborhood park.
- o The basin is contiguous to an existing park, school or other facility that provides outdoor recreation.
- o The basin presents an opportunity to preserve or maintain habitat.
- o The basin presents an opportunity to preserve historic or cultural resources.

Retention basins proposed for acceptance into the Parks and Recreation Department facilities shall be evaluated by the Parks and Recreation Department, Parks and Recreation Advisory Commission and approved by the City Council.



7.0 FINANCIAL AND REVENUE STRATEGIES



7.1 FUNDING STRATEGIES

Park and recreation systems across the United States today have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality-based agency on the limited availability of tax dollars. Park and recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They have also developed strong partnerships that are fair and equitable in the delivery of services based on who receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it contributes to property values around parks and along trails. Through increased maintenance, adding sports facilities and competition events to drive tournaments into the region creates hotel room nights and increase expenditures in restaurants and retail areas of the city. Many municipalities have learned to recognize that people will drive to their community for good recreation facilities like sports complexes, aquatic centers, recreation centers and for special events if presented and managed correctly.

In the City of Glendale, some of these policies and management practices are in place and others should be considered for the future. The Consultant Team has outlined several options for the City to consider as discussed in the pages that follow. Some if not all of these sources should be considered as a revenue option to support the capital and operational needs of the City as outlined in the Strategic Implementation Plan. In addition, the City and the Department need to have an agreed philosophy that includes boundaries of what are acceptable earned income opportunities. These boundaries will assume the Department avoids pursuing revenue opportunities that the City leadership would not support. The Department also needs to continue to develop and update its business plans for the recreation facilities in the city it manages, as well as the core recreation programs. Managing good data is crucial to making good decisions on revenue development.



● FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATIONS

The following financial options outline opportunities for the City to consider in supporting the recommended capital improvements outlined in the Strategic Implementation Plan, in addition to operational costs associated with managing the system for the future.

General Obligation Bond: A general obligation bond is a municipal bond secured by a taxing authority, such as the City of Glendale. The bond is to improve public assets that benefit the municipal agency involved that oversee the parks and recreation facilities in the City. The City of Glendale has conducted a voter-approved General Obligation Bond for parks and recreation facilities in the past and have gained valuable support from the community. Based on the values that the community holds for parks and recreation facilities it should be considered in the future to promote economic sustainability and livability in Glendale when the economic recession is over. The table below provides the projected remaining authorized general obligation bond funds as approved by the voters of Glendale through FY 2015. Open space/trails and parks funds are highlighted in the table.

CATEGORY	FY 2010 ¹	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Public Safety	\$104,473	\$104,473	\$104,473	\$103,043	\$103,043	\$69,383
Landfill	\$15,540	\$15,540	\$15,540	\$15,540	\$15,540	\$15,540
Library	\$17,096	\$17,096	\$17,096	\$17,096	\$17,096	\$0
Streets/Parking ^{2,3}	\$67,238	\$67,238	\$67,238	\$67,238	\$67,238	\$67,238
Cultural/Historical ²	\$13,721	\$13,721	\$13,721	\$13,721	\$13,721	\$13,721
Transit ²	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750
Econ. Development	\$32,627	\$32,627	\$32,627	\$32,627	\$32,627	\$32,627
Govt. Facilities ²	\$30,200	\$30,200	\$30,200	\$30,200	\$28,795	\$28,795
Open Space/Trails	\$50,525	\$50,525	\$50,525	\$50,525	\$50,525	\$50,525
Parks	\$14,637	\$14,637	\$14,637	\$14,637	\$12,717	\$12,717
Flood Control	\$10,032	\$10,032	\$10,032	\$10,032	\$10,032	\$10,032

¹Remaining authorization as of June 30, 2010.

²Bonds can be issued as G.O. Bonds, Revenue Bonds or both

³Streets/Parking voter authorization can be used for Street Revenue Bonds that are repaid with HURF revenue.

General Obligation Bonds should be considered for the park and recreation facility projects. These may include a future recreation center, enhancement of existing parks or a future sports complex or large community park. Most parks in the City of Glendale have very little operational revenues to draw on associated with managing these parks to support needed park improvements and renovations, limiting the uses of other revenue sources. These parks help frame the City's image and benefit a wide age segment of users and updating these parks will benefit the community as a whole and stabilize the neighborhoods where these parks are located. Over the last 10 years across the United States, over 90% of park and recreation bond issues have passed in cities when offered to the community to vote and support the community needs for parks and recreation, according to Trust for Public Land research.

Governmental Funding Programs: A variety of funding sources are available from federal and state governments for park-related projects. For example, the Land and Water Conservation Fund funding program has been reinstated for 2010 levels at \$150 million and can provide capital funds to state and local governments to acquire, develop and improve outdoor recreation areas. Federal Community Development Block Grant (CDBG) funds, which are explained on the next page, are used to support open space related improvements including redevelopment and new development of parks and recreation facilities. Transportation Enhancement Funds available through SAFETELU, the current federal transportation bill, can be used for safe routes to schools and other trail and related greenway development, AmeriCorps Grants can be used to fund support for park maintenance.

SAFETULU: Funds known as Safe Routes to School Funds should be pursued for the trail improvements outlined in the Master Plan. Federal transportation monies for walking, bicycling and running trails require a 20% match by the City while Safe Routes to School Funds require no match by the City.

Community Development Block Grants: CDBG funds are used by many cities to enhance parks. These funds should be used to support the redevelopment of major facilities based on their locations in the City and what it will do to enhance the neighborhood and schools surrounding the park - which is the purpose for CDBG monies.

AmeriCorps Grants: Should be pursued by the Parks Division to support maintenance and clean up of drainage areas in support of trails located in neighborhood parks. The Consultant Team understands that these grant monies were solicited by the staff in 2009 but were not awarded.

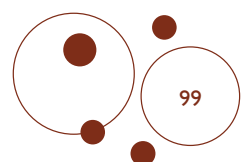
Park Impact Fees: The City of Glendale has implemented park impact fees. As the current deficiencies in park and trail standards are met, these funds should help support the Department's capital improvements as they apply to new developments in the City. Impact fees generally provide some capital funds, but rarely are they sufficient to provide full funding of large projects.

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes or special events in the park and would allow a percentage usually in the 3-5% of gross revenues be dedicated to the park for existing and future capital improvements. This funding source is used for sports complexes, aquatic center parks, recreation centers and fee-based parks. This type of user fee generally does not require voter approval but is set up in a dedicated fund to support the existing attraction for future maintenance and improvements.

Tax Allocation or Tax Increment Financing District: Commonly used for financing redevelopment projects. A Tax Allocation District (TAD) or a Tax Increment Financing District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers and local businesses that benefit by the improvement. As redevelopment occurs in the City of Glendale, the "tax increment" resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the project. TADs or TIFs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown redevelopment, regional park improvements and in trail development the City has proposed. The City of Valparaiso, Indiana, has used this funding source extensively for their redevelopment of the downtown area and development of its pathways system, and it has made a huge impact on the image and impact to parks and business in the downtown area.

Cash-in-Lieu of Open Space Requirement: Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contributions to substitute for the land requirement. As Glendale continues to develop the final portions of the City, this may be a funding source to consider as well.

Facility Authority: A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement, such as a stadium, large recreation center, large aquatic center or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A Facility Authority could oversee improvements for the large community park or improvements near the stadium in Glendale or for such purposes as a new aquatic center and sports fields desired in the City. The City could seek out a private developer to design and build a recreation center or aquatic facility for the City with the City repaying these costs over a 20-year period. The Facility Authority could include representation from the schools, the City, local businesses and private developers.



Utility Type Fees: Utility fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff utility fees and paying for development rights below the ground along a trail for utility access. This type of funding source is derived from fees on property owners based on measuring the amount of impervious surfacing from water run-off through a storm water utility fee, in addition to fees from utility companies having access through the park or along a trail to put in utility lines or infrastructure. It is used by many cities to acquire and develop greenways and other open space resources that provide improvements in the parks or development of trails. Improvements can include trails, drainage areas and retention ponds that serve multiple purposes like recreation, environmental protection and storm water management. This could be a good revenue source for the utilities to make a contribution to supporting the parks and trails in the City.

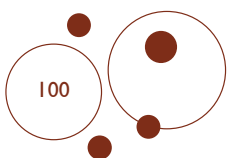
Transient Occupancy Tax: This funding source is used by many cities to fund improvements to parks from hotels that benefit from the parks and recreation activities and events. Transient Occupancy Taxes are typically set at 6-9% on the value of a hotel room. This sales tax can be dedicated for park and recreation improvement purposes. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events, hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source should be implemented progressively as the City increases the number of events it sponsors, especially around the University of Phoenix Stadium area. Tracking the economic value from these events back to the hotels is important to build trust with the hotel business community.

Food and Beverage Tax: This tax is currently used by many cities. The cities seek a 1/4 or 1/8 cent sales tax on retail food and beverages to support parks and recreation needs in their community and can raise a substantial amount of revenue, which can be used to pay for an improvement bond for needed park and recreation improvements. These dollars can come from the local community and/or visitors to the City in order to help pay for a bond for existing park and recreation needs. Additionally, these funds can help finance future park and recreation related improvements.

Dedicated Capital Improvement Fee: A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters and special use facilities like sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee.

Lease Back: Lease backs are a source of capital funding in which a private sector entity, such as a development company buys the land or leases the parkland and develops a facility like a park, recreation attraction, recreation center, pool or sports complex and leases the facility back to the municipality to pay off the capital costs over a 30 to 40-year period. This approach takes advantage of the efficiencies of private sector developing the site while relieving the burden on the municipality to raise up-front capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings and fire stations. In Roanoke County, Virginia, a 125,000 sq. ft. recreation facility was developed that has been enormously successful using this funding tool.

Solid Waste Fee: In some cities they collect a solid waste fee that have parks for companies dumping in the City's landfill. The funds are used to support green infrastructure. This is a very popular fee in Michigan.



● FUNDING SOURCES FOR OPERATIONAL DOLLARS

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from vending machines to food service operations like grills and restaurants, to full management of recreation attractions, such as golf courses, amphitheaters and recreation centers.

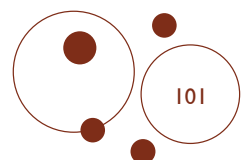
Admission to the Park: Many park and recreation systems in the United States have admission fees on a per car, per bike and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$6 a car and \$2 dollars a bicycle or \$2 dollars a person. This admission fee is typically for regional park facilities or special use facilities. Regional parks draw many visitors from outside the city and these users can help support the park financially as well. Some cities also will charge a yearly pass in the \$55-60 range for local residents and \$80+ for non-residents. This fee may also be useful for large events and festivals that have the capability to be set up as an admission-fee basis on weekends.

Parking Fee: Many parks do not charge an admission fee but will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments. This is a very popular fee for beaches and sports parks.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs. A perception of “value” needs to be instilled in the community for what benefits the City is providing to the user for their exclusive use. Future fees could be charged by the Department based on cost recovery goals for the parks and/or core recreation services based on the level of exclusivity the user receives compared to the general taxpayer. The Consultant Team would highly recommend that user fees for programs and facilities continue to be charged to create value and operational revenue for the Parks and Recreation Department. If the City believes that a user fees cannot be adjusted to better offset operational costs, then a contract with an area non-profit organizations, such as a YMCA should manage future recreation facilities and programs should be considered. The City then could take the dollars they have invested in the staff and in subsidized recreation facilities and use those funds to support an improvement bond to make improvements to existing parks and/or build new parks and recreation facilities. This would change the role of the City to be a facility provider only versus a facility provider and the program operator. The cost savings from not having recreation staff and not subsidizing pools and other recreation facilities could be substantial, which can then be used for park and recreation related improvements. The City of Glendale also needs to continue non-resident rates for access to their recreation facilities and programs in the future.

Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility or product within a park in exchange for an annual fee, typically over a 10-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the City.

Corporate Sponsorships: Corporations can also underwrite a portion or all of the cost of an event, program or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors or in-kind sponsors. Many agencies seek corporate support for these types of activities. The Department already does some of this but could do more advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots and as part of special events held in the City. Using corporate sponsorships to help operational cost has been an acceptable practice in parks and recreation systems for a long time and should be considered for the City of Glendale.



Maintenance Endowment Fund: This is a fund dedicated exclusively for maintenance in a park or its facilities, and is funded by a percentage of user fees from programs, events and rentals. The fee comes from players or teams and is incorporated into a dedicated fund for future facility and equipment replacement expenses, such as fitness equipment, water slides, lights, artificial turf and general park or facility maintenance equipment.

Park Revolving Fund: This is a dedicated fund to be used for park purposes only and is replenished on an ongoing basis from various funding sources such as: grants, sponsorships, advertising, program user fees and rental fees within the park. The City currently has a self-sustaining account which could be supported by one or more funding sources identified in this section.

Permit Fees: This fee could be incorporated for exclusive reservation for picnic shelters, sports fields, special events provided by the City and competition tournaments held in the City by other organizations. Permit fees include a base fee for all direct and indirect costs for the City to provide the space on an exclusive basis plus a percentage of the gross revenue for major special events and tournaments held on City-owned permitted facilities. These dollars could be applied to the Park Revolving Fund to help support park improvements. In addition, the Department could develop a catering permit for businesses who want to cater events in the parks or in specific Department buildings. The Department would typically receive 15% of the gross revenue on the food and up to 20% on drinks.

Dog Park Fees: The Department could consider charging dog park fees.

Program Contractor Fees and Personal Trainer Fees: The Department already gets some monies from these sources but the contract rates need to be based on the true cost to provide the private contractor access to use City-owned facilities to make money for providing a service. Contractor rates range from 35% to 50% in most cities depending on what the contractor requires from the city.

CHIP-IN Program: This is a highly successful program in the Tacoma Metro Parks where citizens and groups donate time to support their specific program needs. This can include sports groups, trail groups, neighborhood associations doing clean-up and fix-up days and businesses who help clean up parks or civic property near their businesses.

● PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities. The Department might consider trying to raise the money privately or a portion privately for the development of future major recreation facilities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities. The Department currently does not have a parks foundation, however it is considering the development of one for the future. Another option is working with a community foundation in the City to support park-related programs and improvements. Based upon the experience of the Consultant Team in coordinating a meaningful park foundation or conservancy fund development with municipal park systems, a park foundation supporting a department the size and breadth of the Glendale Parks and Recreation Department should be expected to raise \$800,000 to \$1,000,000 a year. This amount of fund development on behalf of the Parks and Recreation Department could cover support in the core areas of facility improvements and enhancements, park acquisition and development, program support and volunteer management.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

- o **Conservancy or Friends Organization:** This type of nonprofit is devoted to supporting a specific park. These Park Conservancies or Friends Groups are a major funding source for parks in the United States and should be considered for Glendale parks and recreation facilities.
- o **Greenway Foundations:** Greenway foundations focus on developing and maintaining trails and green corridors on a City-wide basis. The City could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and non profits in Glendale. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic and cable lines on a per mile basis to support development and management of these corridors.

● VOLUNTEER SOURCES

Adopt-a-Park: In this approach local neighborhood groups or businesses make a volunteer commitment to maintain a specific area of a park. Adopt-an-area of a park arrangements are particularly well suited for a Department like Glendale and provide great community advocacy.

Adopt-a-Trail: This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, for example: picking up litter, removing graffiti and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would be a good opportunity for the parks to work with the Sheriff's or Police Department on using community service workers.

● FUNDING SOURCES FOR LAND ACQUISITION

The City of Glendale should also consider additional revenue sources to supplement the currently utilized impact fees for land acquisition and development. Other communities have used these revenue sources to support their parks and recreation department needs for parkland and development of the land for recreation purposes. The list of potential funding sources include:

The Land and Water Conservation Fund (LWCF)

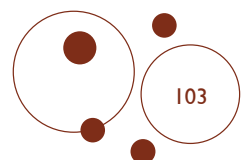
This fund was established for acquisition of lands or for other uses (as determined by Congress) to ensure public access to outdoor recreational resources and to provide protection of critical resources. The National Park System (NPS), Forest Service (FS) and Bureau of Land Management (BLM) all utilize LWCF.

Federal Land Transaction Facilitation Act (FLTFA) of 2000

The FLTFA provides authority to the BLM to generate funds from public land sales that would be available for land acquisitions by the agencies without the need for further appropriations from Congress. FLTFA generally limits the provision of funds to land acquisitions in the western states. Priorities for FLTFA acquisitions are based on local nominations for resource conservation.

The North American Wetland Conservation Act (NAWCA) of 1989

NAWCA also provides some funding to the Fish and Wildlife Service for land acquisitions within approved boundaries to support the protection of wetlands habitat. This is a major source of funding for federal agencies and serves to encourage partnership efforts to protect, enhance, restore and manage wetlands and other habitats for migratory birds and other fish and wildlife to carry out the objectives of the North American Waterfowl Management Plan.





**Many municipalities have
learned to recognize that people
will drive to their community for
good recreation facilities.**

Land Exchanges

While not a funding source, land exchanges are included in this list because they are the tool often used by federal agencies including BLM and FS to acquire lands for resource benefits, as well as to improve land ownership configuration for management efficiencies. Land exchanges by their very nature are complex transactions. Public input, consistency with land use plans and screening criteria help to determine whether an agency will enter into an agreement to initiate a land exchange.

Open Space Bond Issues

Many cities across the United States, including Glendale, have used an open space bond issue to acquire land for parks, park development and open space. The bond funds come from either property taxes or sales taxes and are usually 10 years in length. Communities such as Seattle, Phoenix, Chicago Park District, Kansas City and Denver have convinced voters to support open space through bond issues for open space. The last three years of bond issues presented to local voters for acquiring land for parks and development of parks and trails in the United States have passed 93% of the time, which indicates that voters understand the value and need for parks, open space and trails.

Community Development Block Grant funds

These funds are used by many cities, as well as for park-related improvements, and should continue to help support the park improvements and land acquisition needs in the City.

Park Foundations

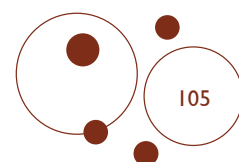
Many cities have turned to a park foundation to help develop and maintain parks and green corridors. The City of Indianapolis, Greenway Foundation, develops and maintains the greenways throughout the city (177 miles) and they seek land leases from businesses along the trail that benefit from the users of the trail as one funding source, and continue selling miles of trails to community corporations and not-for-profits in the form of trail partnerships. In addition, cities sell the development rights along the trails for local utilities for water, sewer, fiber optic and cable lines on a mile basis, which helps to develop and manage these corridors.

Grants

Grants have always been a good source for funding of parks throughout the United States for parks and recreation systems. Grants can be provided by the federal government such as the Land and Conservation Fund, transportation enhancement funds for trails and greenways, state grant funds from gambling taxes or alcohol funds and local grants from community foundations. Indianapolis has received over \$100 million in foundation grants over the last 15 years from the Lilly Endowment for park-related improvements in the City of Indianapolis.

● SUMMARY RECOMMENDATIONS

The Department should continue to focus on opportunities to manage the system in the most cost effective manner. This can be done by outsourcing services to businesses that can do the work more reasonably than using City staff. In addition, the Department needs to continue to evaluate amenities that get very little or no use and remove these amenities from parks and facilities. Managing capacity is a key element of successful operations. The Department does not have a centralized business office to help manage alternative funding opportunities, partner equity or track performance measures to hold all staff members accountable. This should be considered in the future if the Department wants to achieve a high level of financial sustainability.



In review of the current Pricing Plan, the pricing and revenue philosophies are strong and reflect current best practices in the industry based upon observations of the Consultant Team in working with numerous agencies around the United States. The following recommendations for revisions to the existing Pricing Plan have been developed.

● **I. DEVELOP NEW CRITERIA FOR “CORE ESSENTIAL, IMPORTANT AND USER-SUPPORTED SERVICES” AND THEN RE-ADJUST THE SERVICES LISTED IN THE POLICY TO FIT EACH CATEGORY.**

Category 1 – Core Services (Essential)

Programs, services and facilities the Department must provide and/or are essential in order to capably govern and meet statutory requirements. The failure to provide a core service at an adequate level would result in a significant negative consequence. The criteria for programs or services to be classified as essential are:

- The Department is mandated by law, by a charter or is contractually obligated by agreement to provide the service.
- The service is essential to protecting and supporting the public’s health and safety.
- The service protects and maintains valuable assets and infrastructure.
- Residents, businesses, customers and partners would generally and reasonably expect and support the Department in providing the service and that service is one that cannot or should not be provided by the private sector to offer a sound investment of public funds.

Category 2 – Important Services (Balanced Subsidy)

Programs, services and facilities the Department are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the ability to offer and sustain the Department’s core services. The criteria for programs or services to be classified as important are:

- Service provides, expands, enhances or supports identified core services.
- Services are broadly supported and utilized by the community and are considered an appropriate, important and valuable to the public. Support may be conditional upon the manner by which the service is paid for or funded.
- Service generates income or revenue that offsets some or all of its operating cost and/or is deemed to provide economic, social or environmental outcomes or results.

Category 3 – Value-Added and User-Supported Services (Non-subsidized)

Programs, services and facilities that the Department may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as user supported are:

- Service expands, enhances or supports Core Services, Category 2 and the quality of life in the community.
- Services are supported and well utilized by the community and provide an appropriate and valuable public benefit.
- Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful benefit to users.

Category 4 – Partnership Services

Programs, services and facilities that the Department may provide through partnerships. Category 4 services usually provide added value above and beyond what is required or expected as a public mandate. The criteria for programs or services to be classified as partnership services are:

- o Service expands, enhances or supports Core Services, Category 2 and 3 Services and the quality of life in the community.
- o Services are supported and well utilized by the community. They provide an appropriate and valuable public benefit.
- o Service generates income or funding from sponsorships, grants, user fees or other sources that offsets some or all of its cost and/or provides a meaningful benefit to users.

- **2. NARROW THE PRICING CATEGORIES FROM FIVE TO FOUR TO MATCH THESE CATEGORIES.**
- **3. IN CATEGORY 1, SERVICES SHOULD BE COMPETITIVELY PRICED AND EXPECTED TO RECOVER 0-25% OF DIRECT AND INDIRECT DELIVERY COSTS THROUGH EARNED REVENUES.**
- **4. IN CATEGORY 2, SERVICES SHOULD BE COMPETITIVELY PRICED AND EXPECTED TO RECOVER 25-80% OF DIRECT AND INDIRECT DELIVERY COSTS THROUGH EARNED REVENUES.**
- **5. IN CATEGORY 3, SERVICES SHOULD BE COMPETITIVELY PRICED AND EXPECTED TO RECOVER 80-100% OF DIRECT AND INDIRECT DELIVERY COSTS THROUGH EARNED REVENUES.**
- **6. IN CATEGORY 4, SERVICES SHOULD BE COMPETITIVELY PRICED AND EXPECTED TO RECOVER 100% OR MORE OF DIRECT AND INDIRECT DELIVERY COSTS THROUGH EARNED REVENUES.**

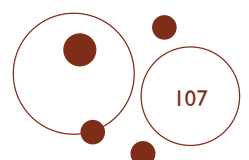
Following these recommended updates to the existing Pricing Plan will require the Department to re-adjust the services listed in the policy to fit each category. This should help the Department to bring in additional dollars and develop better community equity in the availability and delivery of services. The process of updating the Pricing Plan can also include a market analysis of comparable and competitive services offered in the community. The Pricing Policy should state the level of cost recovery desired by each service listed based on direct and indirect costs and demonstrate the price range that the staff is capable of working within.

Direct costs are typically those most closely tracked in the accounting system.

- o Direct costs are those costs that are included in the budget for function under analysis.
- o Typical direct costs are salaries and benefits, supplies/materials and minor capital equipment.

Indirect costs are those that support the function, but the costs are a function of a different accounting group.

- o Typical indirect costs are associated with administration, governance, accounting and finance, debt service and legal services.



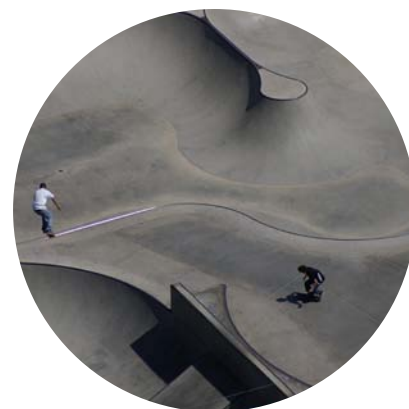
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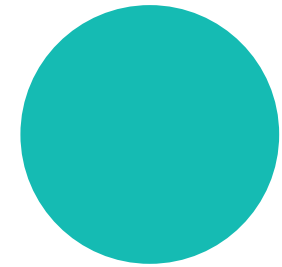
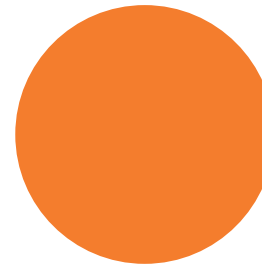
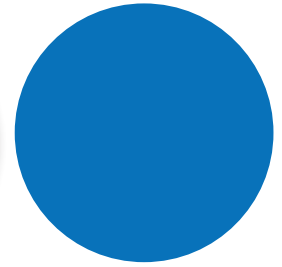
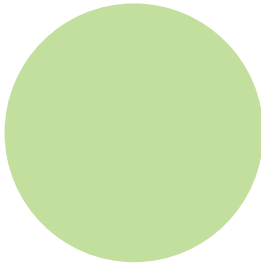


The City of Glendale experienced tremendous growth and achievement since the completion of the previous Parks and Recreation Master Plan in 2002. These achievements positioned the Parks and Recreation Department to become one of less than 100 agencies in the world to receive national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) in 2009. Both the City and the Department continue to work hard to maintain sustainable economic growth, keep residents engaged in healthy lifestyles and create a great sense of livability in the community. This Master Plan Update has outlined specific strategies that will enhance the vision of the community while plotting the course for the future through concise, outcome-based recommendations which reflect the unique profile of both today and tomorrow's residents.

As a part of the Master Plan Update, it was imperative to establish new quality standards for service levels, associated costs for operations and maintenance and assign updated maintenance standards for parks and facilities to move the City of Glendale toward its goals of becoming the premier community destination in the region. This Plan builds on the many improvements from the previous Plan by evaluating the changing demographics which affected standards, open space, preservation and quality parks and programs. The citizens of Glendale value having quality recreation programs and services which are accessible and innovative. This Master Plan Update evaluated and improved the methods of how these services could be delivered in a fair and equitable process.

The Consultant Team, along with members of the Glendale Parks and Recreation staff, took great care to investigate and understand the vision of the community developed within the previous Master Plan by creating a living document with sensible and consistent quality standards and guidelines. When utilized, this Master Plan Update will position the Parks and Recreation Department to have a positive impact on the entire City by elevating the quality of life for its residents. Ongoing collaboration and coordination between the Department, City Council, Parks and Recreation Advisory Commission and the general public will be critical to ensure that the maximum benefit of the strategies outlined in this Plan are realized.





9.1 APPENDIX

Equity Maps

● EQUITY MAPPING

The Level of Service Standards were developed based upon population projections provided by the Environmental Survey Research Institute (ESRI), the U.S. Census Bureau, and the Glendale Department of Economic Development. Applying the recommended Level of Service Standards for Glendale Parks and Recreation System produces a quantified need expressed as a number of park assets needed in the system to meet the recommended standard.

To illustrate the distribution of current park types and park assets of the Glendale Parks and Recreation System across the entire community, an Equity Mapping analysis was conducted. The maps included show the service areas of the current inventory of park types and park assets based on the recommended Level of Service Standard. The recommended standard established per 1,000 residents per acre of park type, or 10,000 residents per type of park asset are indicated in the map title also. The service area is calculated by the quantity of inventory of each site extending out in a uniform radius until the population served by the recommended standard is reached. Shaded areas indicate the extent of the service area based upon recommended inventories; unshaded areas indicate regions that would remain outside of the standard service area for each park type or park asset. Unshaded areas are not always the most appropriate location for future parks or park assets, but only represent areas could be more thoroughly reviewed for additional facilities. While there are occasions when the service area may extend beyond the border of the Glendale, only Glendale resident populations were utilized for calculating service area standards in this analysis.

This intent of this equity mapping is to support the Level of Service Analysis. The Level of Services Analysis projects what types of facilities or assets will be needed based upon expected population growth, and how many of each facility or asset will be needed. Equity mapping graphically illustrates where in the community the greatest demand for these facilities or assets will be based upon the current location of existing inventories.

Community-wide maps of park types, or classifications, identified in this Master Plan Update, as well as the major park assets are provided in the pages that follow. The maps on the following pages are:

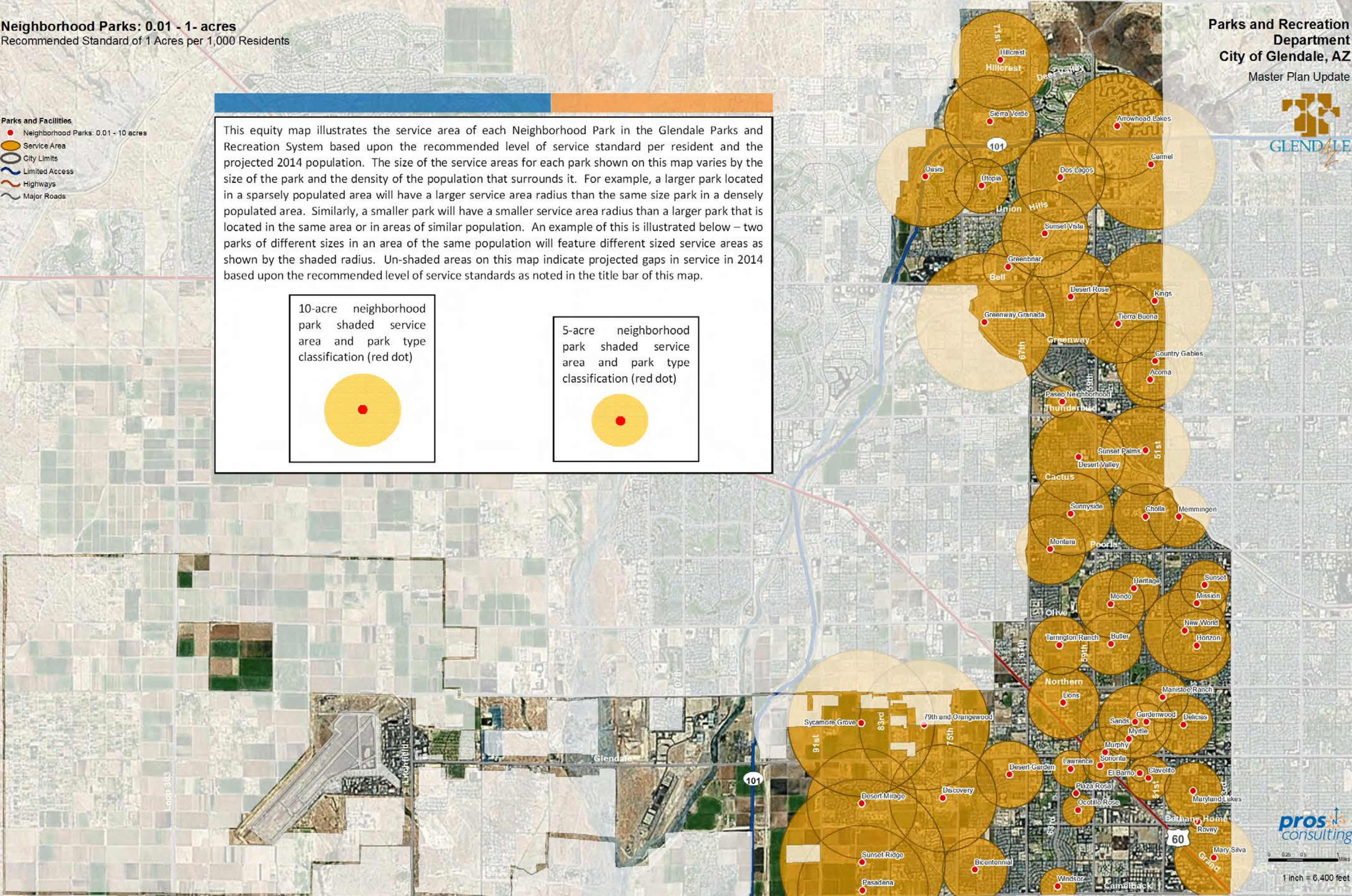
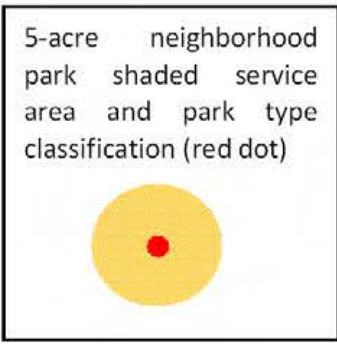
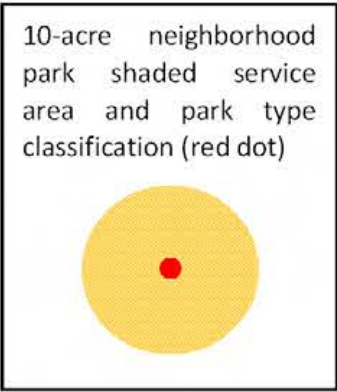
1. Pocket / neighborhood parks
2. Community parks
3. Regional parks
4. Natural surface trails
5. Improved surface trails
6. Active open spaces
7. Diamond ball fields
8. Rectangular sports fields (multi-use)
9. Basketball courts
10. Tennis courts
11. Racquetball courts
12. Volleyball courts
13. Ramadas – non-reservable
14. Ramadas – reservable
15. Picnic areas
16. Playgrounds

Neighborhood Parks: 0.01 - 1- acres
Recommended Standard of 1 Acres per 1,000 Residents



- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Neighborhood Park in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each park shown on this map varies by the size of the park and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a larger service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. An example of this is illustrated below – two parks of different sizes in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Community Parks: 10 - 25 acres
Recommended Standard of 0.65 Acres per 1,000 Residents

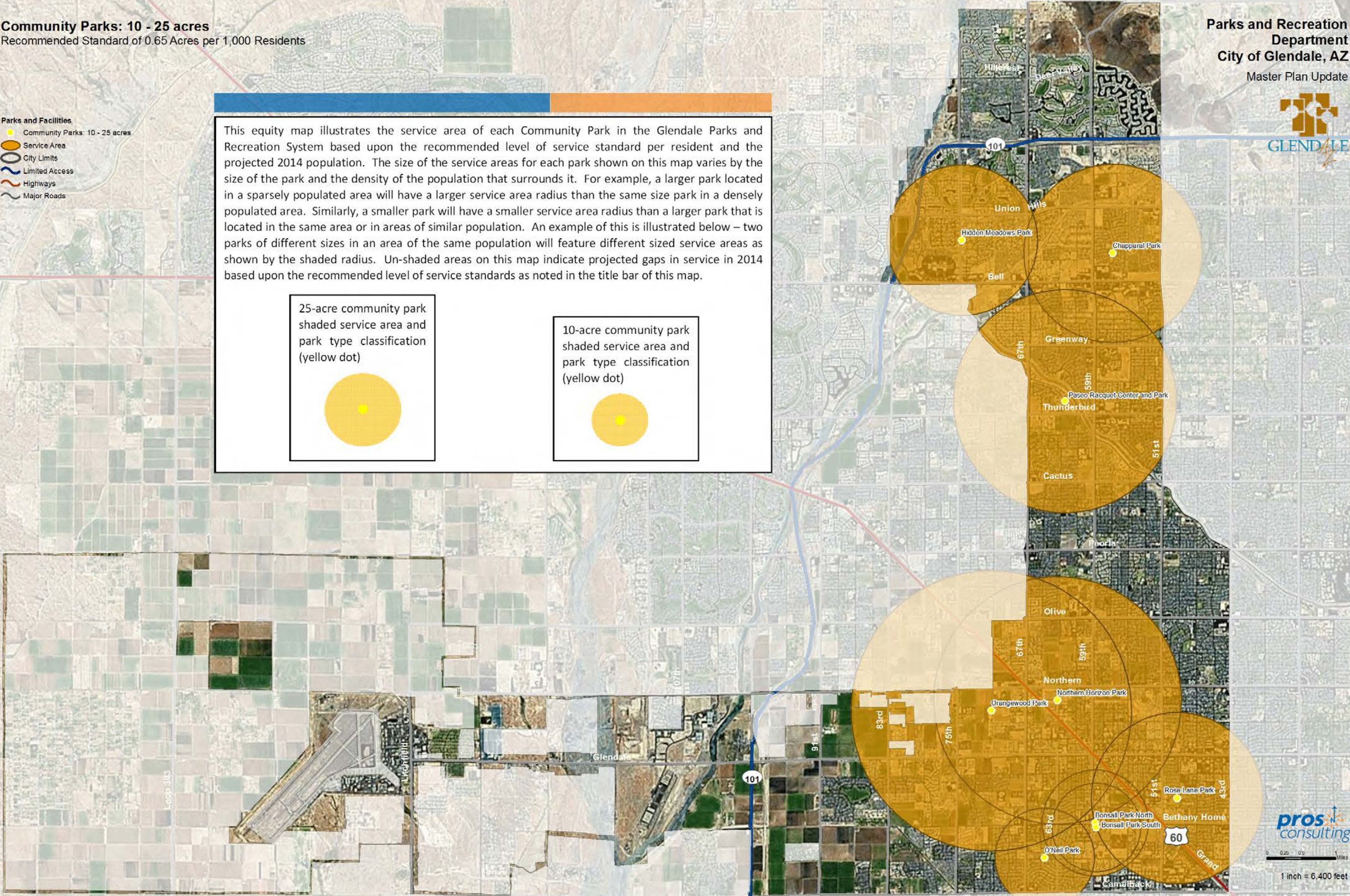


- Parks and Facilities**
- Community Parks: 10 - 25 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Community Park in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each park shown on this map varies by the size of the park and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a larger service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. An example of this is illustrated below – two parks of different sizes in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

25-acre community park shaded service area and park type classification (yellow dot)

10-acre community park shaded service area and park type classification (yellow dot)



Regional Parks: 25 - 200 acres
Recommended Standard of 1.65 Acres per 1,000 Residents

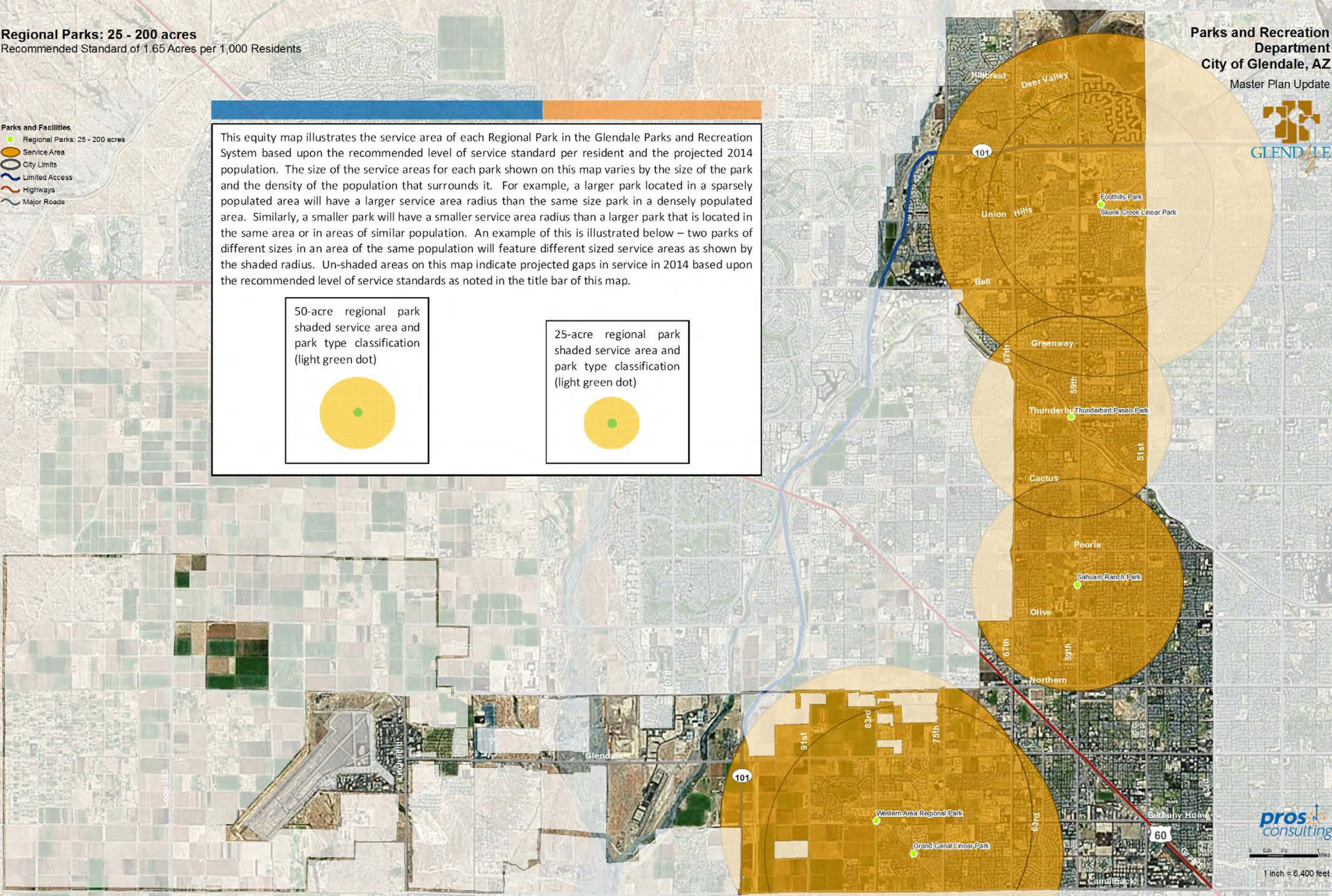
- Parks and Facilities**
- Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Regional Park in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each park shown on this map varies by the size of the park and the density of the population that surrounds it. For example, a larger park located in a sparsely populated area will have a larger service area radius than the same size park in a densely populated area. Similarly, a smaller park will have a smaller service area radius than a larger park that is located in the same area or in areas of similar population. An example of this is illustrated below – two parks of different sizes in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

50-acre regional park
shaded service area and
park type classification
(light green dot)



25-acre regional park
shaded service area and
park type classification
(light green dot)



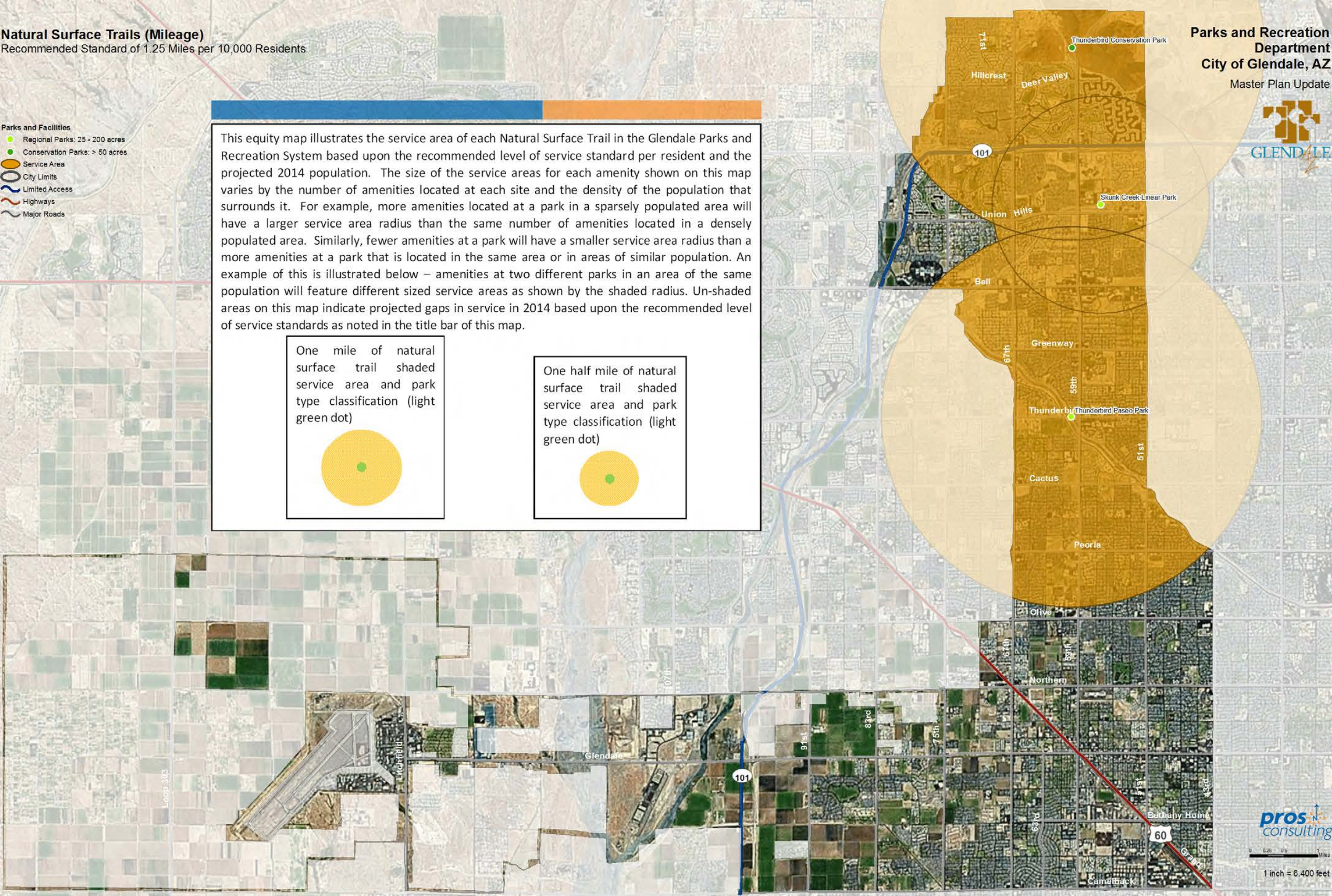
Natural Surface Trails (Mileage)
Recommended Standard of 1.25 Miles per 10,000 Residents

- Parks and Facilities**
- Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Natural Surface Trail in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

One mile of natural surface trail shaded service area and park type classification (light green dot)

One half mile of natural surface trail shaded service area and park type classification (light green dot)




Improved Surface Trails (Mileage)
Recommended Standard of 0.75 Miles per 10,000 Residents

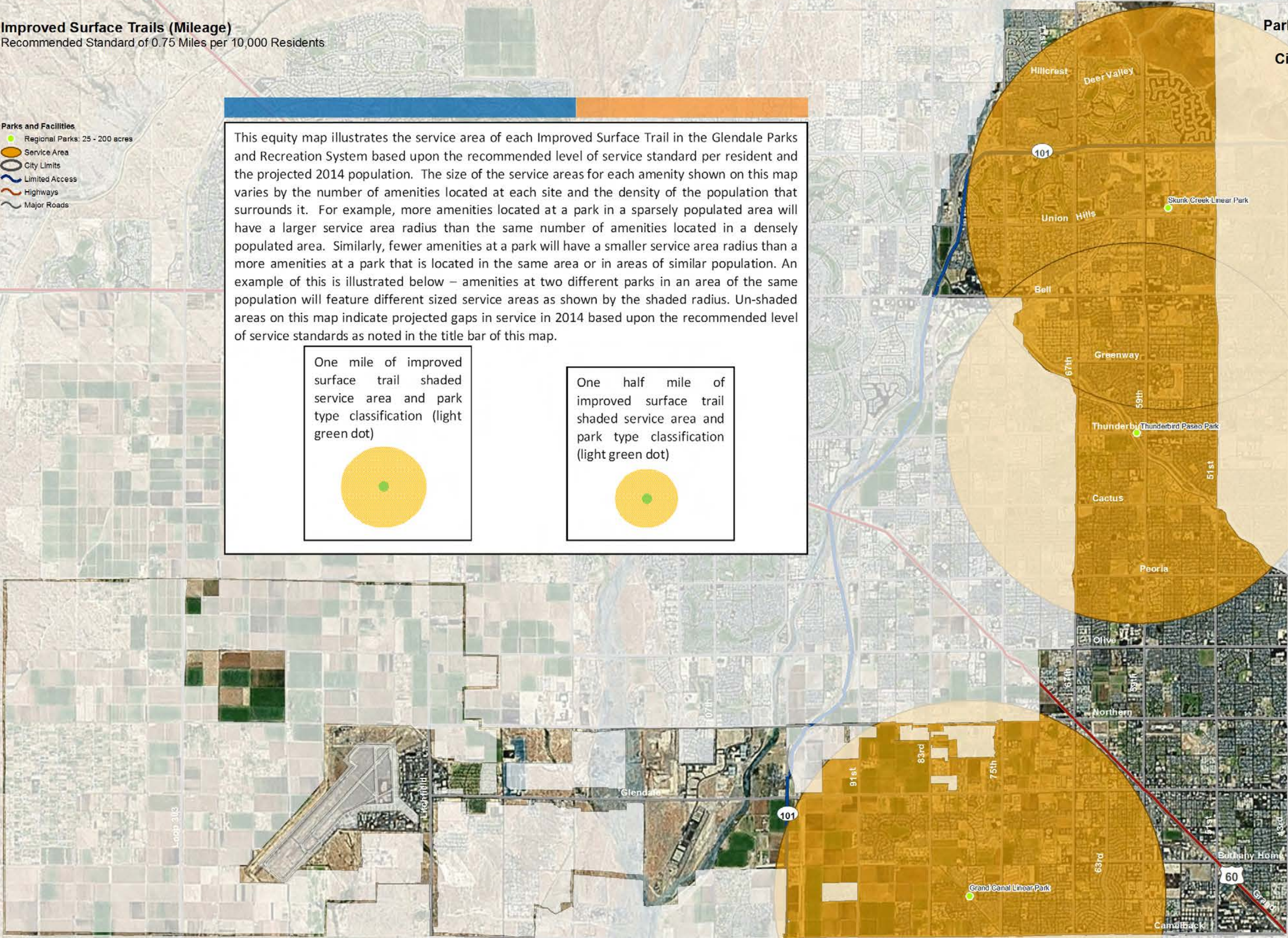

- Parks and Facilities**
- Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Improved Surface Trail in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

One mile of improved surface trail shaded service area and park type classification (light green dot)



One half mile of improved surface trail shaded service area and park type classification (light green dot)

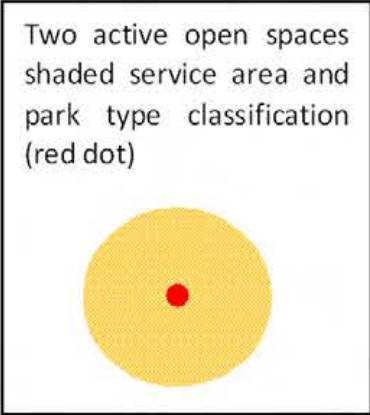


Active Open Spaces Area
Recommended Standard of 1.80 Areas per 10,000 Residents

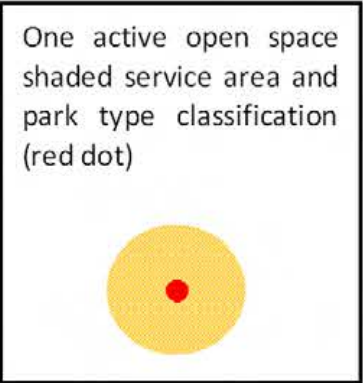
- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Active Open Space in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

Two active open spaces shaded service area and park type classification (red dot)



One active open space shaded service area and park type classification (red dot)



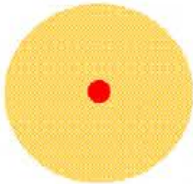


Diamond Ball Fields
Recommended Standard of 0.70 Fields per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Diamond Ball Field in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

Two diamond ball fields
shaded service area and
park type classification
(red dot)



One diamond ball field
shaded service area and
park type classification
(red dot)

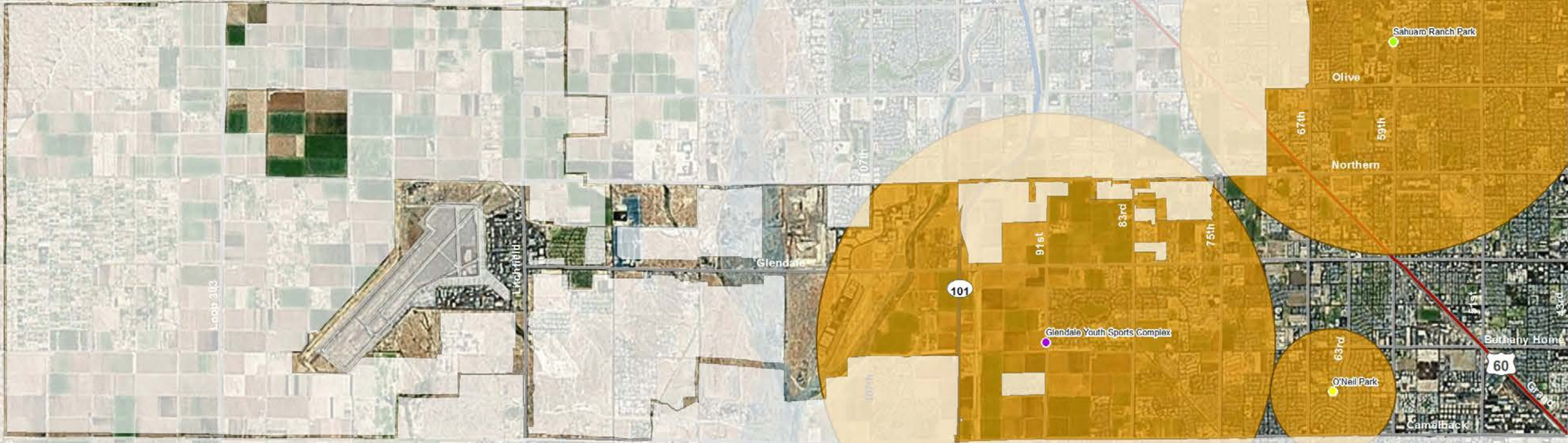
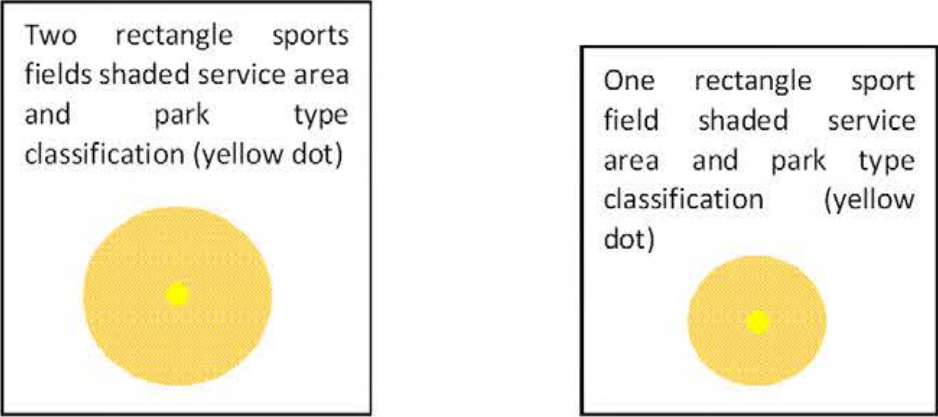


Rectangle Sports Fields
Recommended Standard of 0.60 Fields per 10,000 Residents



- Parks and Facilities**
- Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Special Use Facilities
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

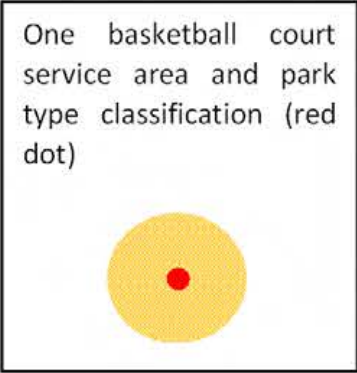
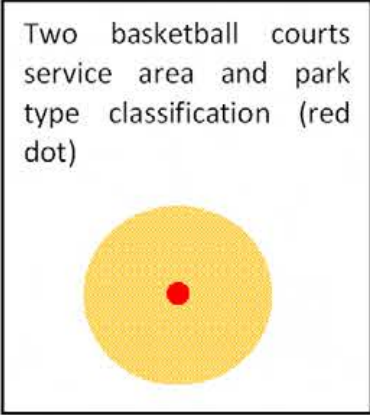
This equity map illustrates the service area of each Rectangle Sports Field in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Basketball Courts
Recommended Standard of 2.10 Courts per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

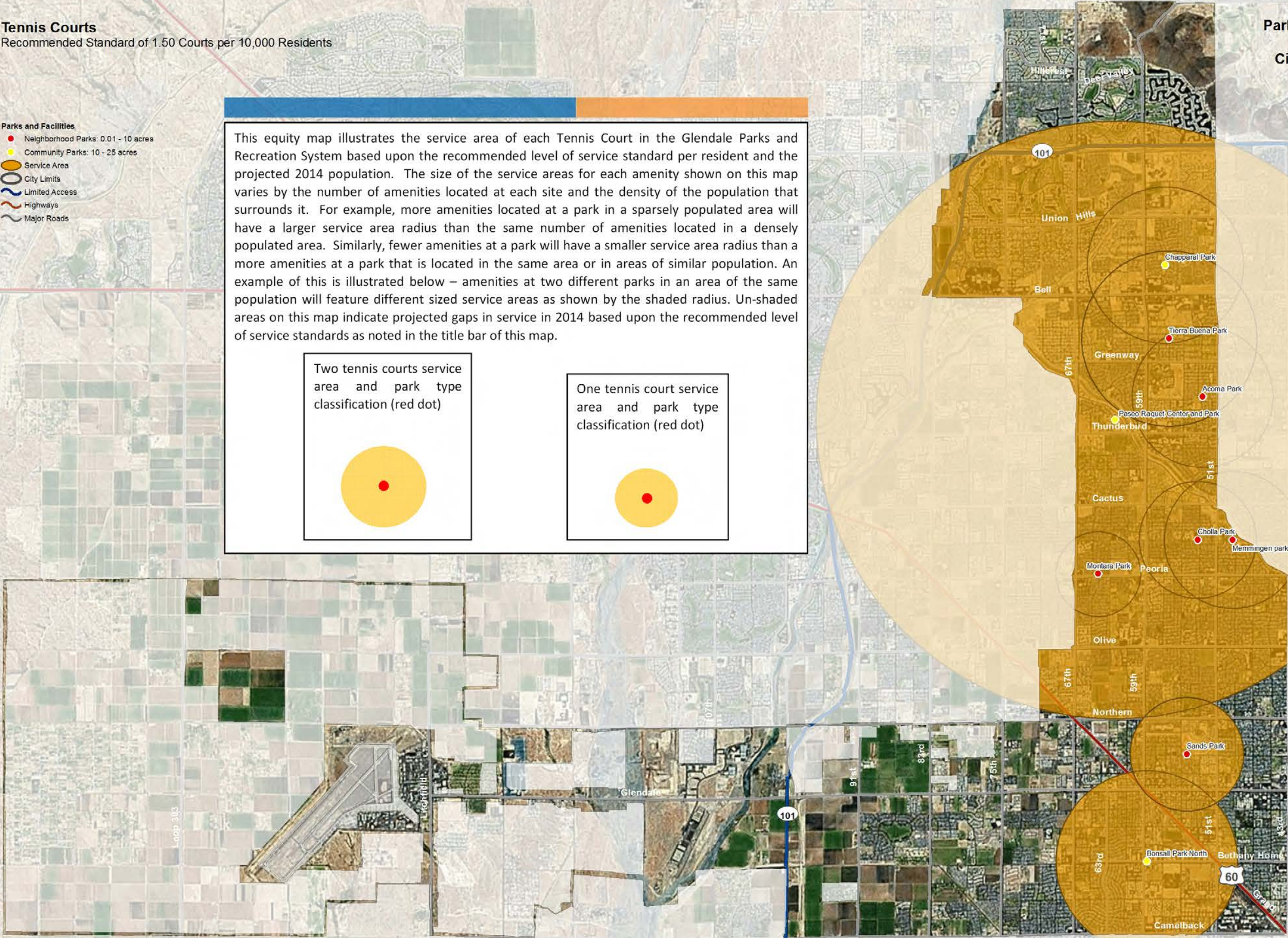
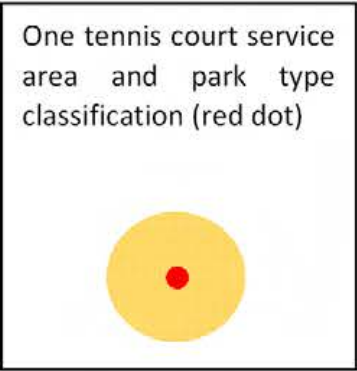
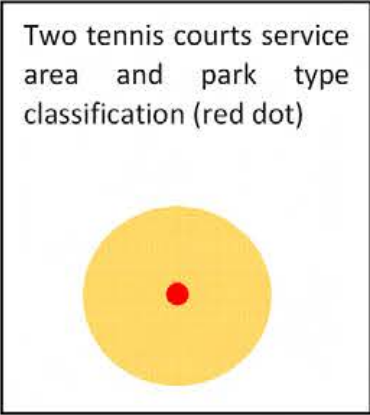
This equity map illustrates the service area of each Basketball Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Tennis Courts
Recommended Standard of 1.50 Courts per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Tennis Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

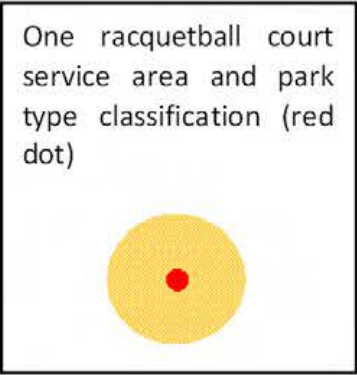
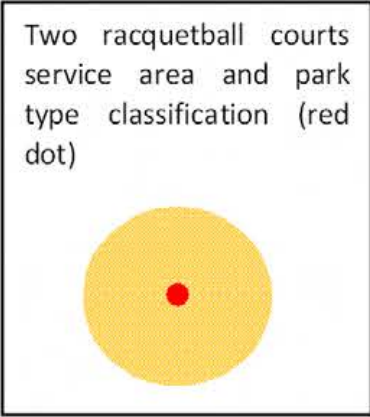


Racquetball Courts
Recommended Standard of 1.75 Courts per 10,000 Residents



- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

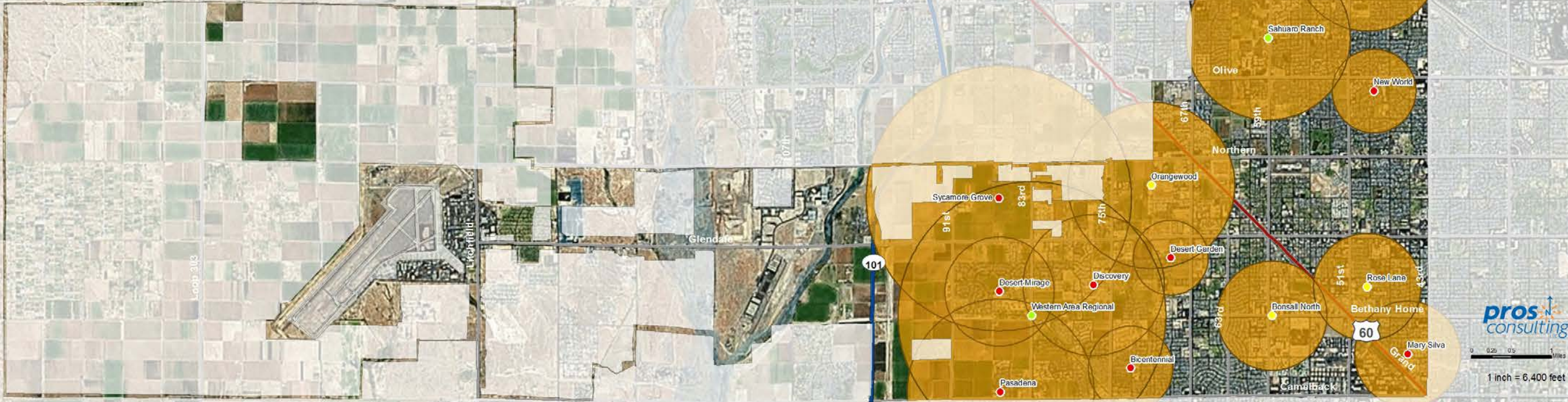
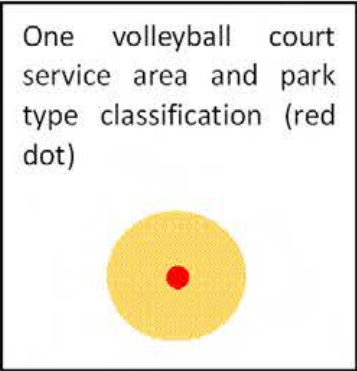
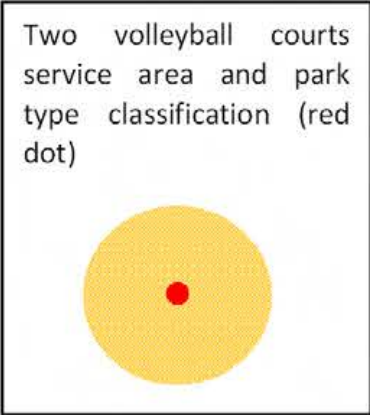
This equity map illustrates the service area of each Racquetball Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Volleyball Courts
Recommended Standard of 1.65 Courts per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

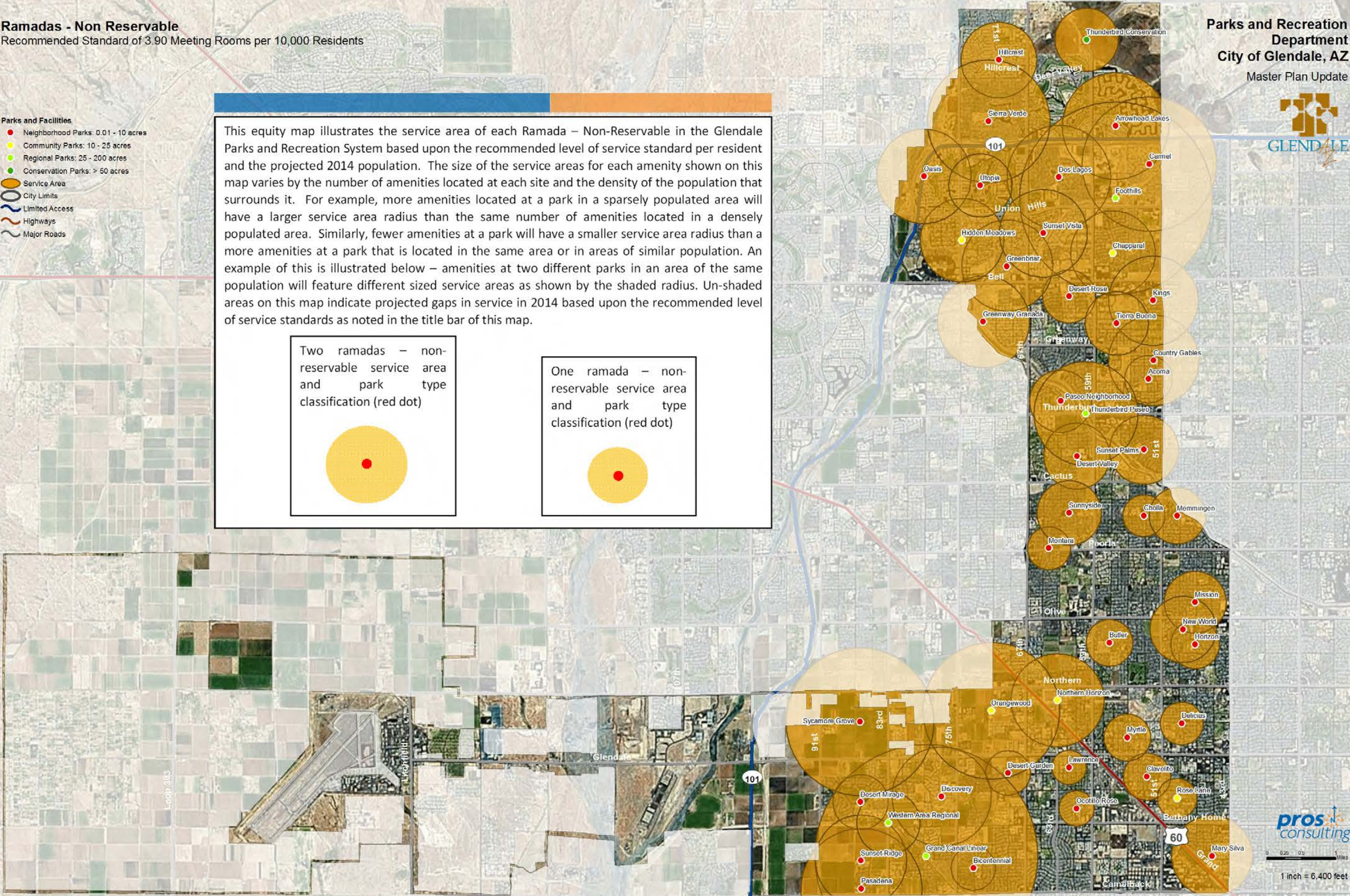
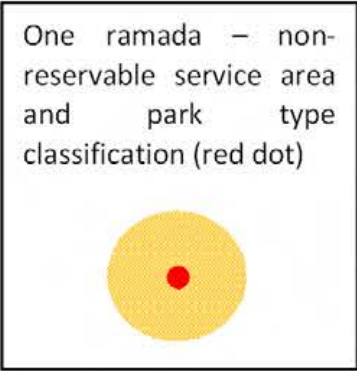
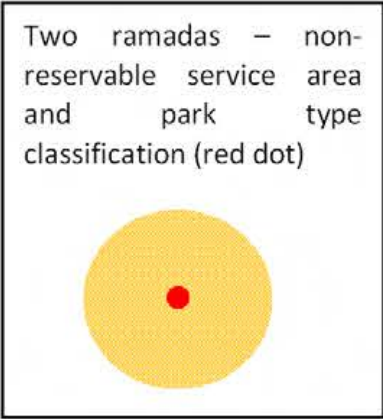
This equity map illustrates the service area of each Volleyball Court in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Ramadas - Non Reservable
Recommended Standard of 3.90 Meeting Rooms per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Ramada – Non-Reservable in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.



Ramadas - Reservable
Recommended Standard of 1.80 Meeting Rooms per 10,000 Residents

- Parks and Facilities**
- Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Ramada – Reservable in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

Two ramadas –reservable
service area and park
type classification (yellow
dot)



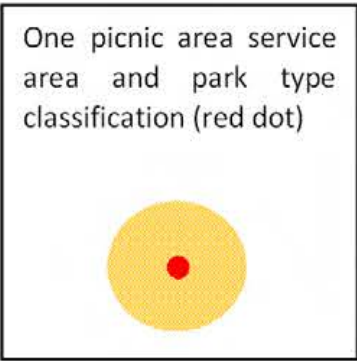
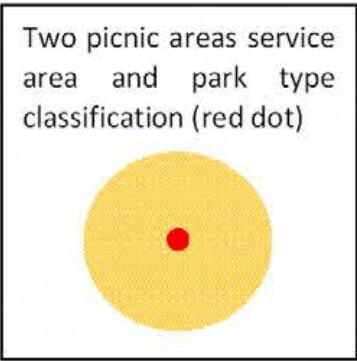
One ramada –
reservable service area
and park type
classification (yellow
dot)



Picnic Areas
Recommended Standard of 2.50 Areas per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Conservation Parks: > 50 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

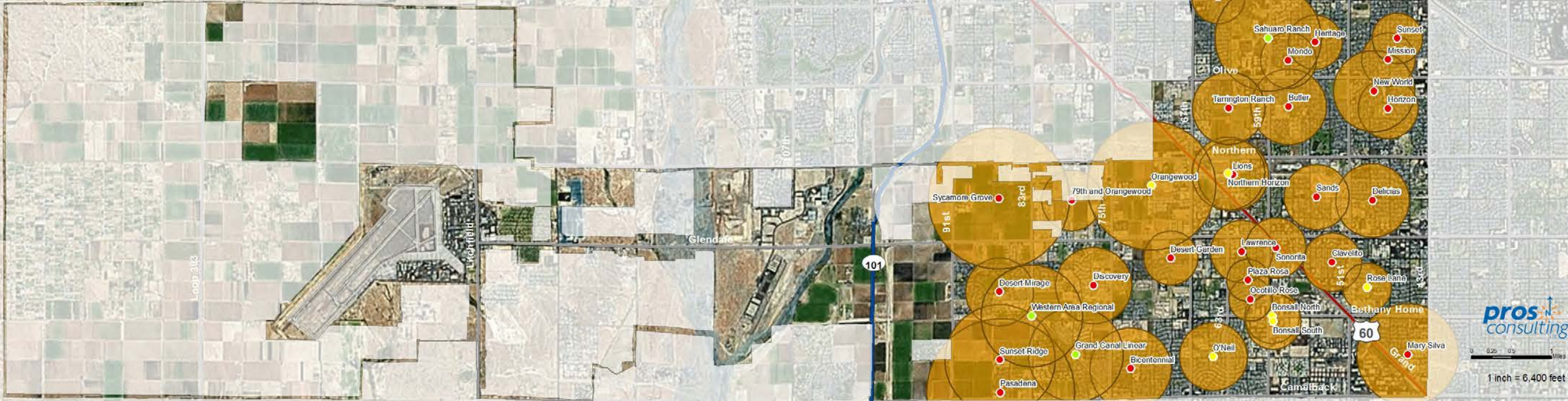
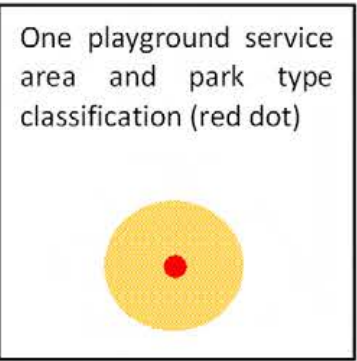
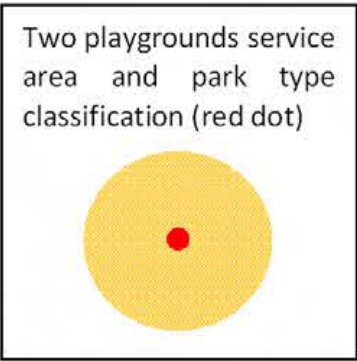
This equity map illustrates the service area of each Picnic Area in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.

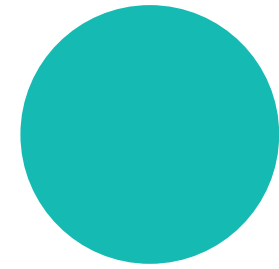
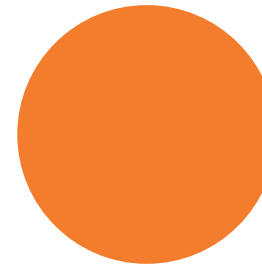
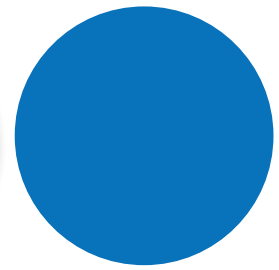
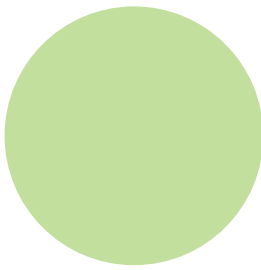


Playgrounds
Recommended Standard of 3.50 Structures per 10,000 Residents

- Parks and Facilities**
- Neighborhood Parks: 0.01 - 10 acres
 - Community Parks: 10 - 25 acres
 - Regional Parks: 25 - 200 acres
 - Service Area
 - City Limits
 - Limited Access
 - Highways
 - Major Roads

This equity map illustrates the service area of each Playground in the Glendale Parks and Recreation System based upon the recommended level of service standard per resident and the projected 2014 population. The size of the service areas for each amenity shown on this map varies by the number of amenities located at each site and the density of the population that surrounds it. For example, more amenities located at a park in a sparsely populated area will have a larger service area radius than the same number of amenities located in a densely populated area. Similarly, fewer amenities at a park will have a smaller service area radius than a more amenities at a park that is located in the same area or in areas of similar population. An example of this is illustrated below – amenities at two different parks in an area of the same population will feature different sized service areas as shown by the shaded radius. Un-shaded areas on this map indicate projected gaps in service in 2014 based upon the recommended level of service standards as noted in the title bar of this map.





9.2

APPENDIX

2002 Parks and Recreation Master Plan Action Strategies Update

Glendale Parks and Recreation Department 2002 Master Plan Action Strategies

Action Strategy	Action Item	Progress Update
<p>#1 Protect Glendale's parks by providing preventive maintenance.</p>	<ul style="list-style-type: none"> Develop maintenance guidelines for landscape areas by character (i.e. lawn, non-lawn, slopes, etc.) Review landscape design guidelines for appropriateness of materials and water consumption, quality expectations, aesthetic value, and safety issues Review NRPA and local guidelines, benchmarking against current city guidelines. Initiate the development of Crime Prevention Through Environmental Design (CEPTED) guidelines Outline a flow chart model for all park maintenance activities. Update inventory for all landscape and landscape materials used in parks and open space. Utilize current City technology and create G.I.S. database for specific Parks and Recreation items. Purchase required equipment and software and train staff Update current Parks Maintenance Plan with comprehensive summary of all existing parks, trails, open space and canals. Integrate questions evaluating parks grounds maintenance on public input surveys, the department web page, and mail-back postcard in parks booklet. Conduct thorough staffing needs assessment based on new operations and maintenance guidelines. Expand public awareness for the value of quality landscape design in parks. Create a baseline performance analysis for each task grouping in the Department for 2001 – 2010 Review and update a "Preventative Maintenance Inventory, and develop a post implementation evaluation process for public and education input. 	<ul style="list-style-type: none"> Completed 10/04. New landscape contract started 03/05 & guidelines were incorporated into the RFP. Completed 7/03 – Changes incorporated into the Engineering construction guidelines. Completed 10/04, 2010 as part of the department master plan update. Completed, ongoing as needed Park Standards Modes were completed & updated in 5/03, 2007, and in 2010 Ongoing, last completed 9/04, annually each following year City has centralized GIS. IT is updating data and P&R Department has purchased ESRI software. Ongoing – Initial inventory completed 8/02. Completed as part of the 2010 Park & Recreation Master Plan Update. Completed and will an ongoing project. Ongoing, some literature, i.e. Sensory Garden brochure, has been produced and segments featuring park landscapes have been aired on City cable & Glendale Alive shows. Several reorganizations completed during past five years to address business environment and community needs. Most recent reorganization completed in fall 2010. Evaluate inventory annually and input data. CEPTED analysis was completed at Sahuaro Ranch Park in 2008. Crime statistics have been analyzed to identify the top 10 parks that need CEPTED analysis. Maintenance Standards are updated on an annual basis. Complete city-wide assessment of each park site was conducted in the 2008 and 2010 calendar years. On-going maintenance items were identified and assigned to staff to correct. Site inspections are conducted weekly by park maintenance staff; bi-weekly by maintenance supervisors; quarterly by division deputy and bi-annually by members of the Park and Recreation Commission Advisory Board Park Maintenance Operations Plans were completed in FY07-08 for Sahuaro Ranch Park; Thunderbird Conservation Park to ensure consistent levels of expectations relative to park maintenance.
<p>#2 Develop park design guidelines that align closely with recreation program needs and meet community expectations.</p>	<ul style="list-style-type: none"> Expand community involvement in park design and planning. <i>(Do we have a written process?)</i> Establish additional design principles for the parks to meet the needs of the community. 	<ul style="list-style-type: none"> Ongoing – Public input process is part of every major park or facility improvement or new construction project. Utilizing the department's website and Internet for public engagement. Ongoing with recreation input as needed – design guidelines are included in the Engineering Guidelines – completed 2/03. The staff at the Sahuaro Ranch Park Historic Area worked closely with several community organizations to discuss upcoming facility usage, rentals, and events. Staff worked hard to capture expectations and to ensure everyone's best interests

Action Strategy	Action Item	Progress Update
		<ul style="list-style-type: none"> were addressed. The X-Court Advisory Committee met every two weeks for six months in order to prepare for the opening of the X-Court on October 6, 2007. The committee was comprised of 19 members including 9 community volunteers, Police & Fire Department Representatives, and the Executive Director of Action Park Alliance (APA). APA that operated the proshop/concession area on-site. In addition to preparing for the Grand Opening the committee has worked extensively on reviewing/revising the Operations Manual for the X-Court Assessed concession operations at sports complexes and aquatic facilities to determine internal or contractual operation. Rose Lane Pool, Perfetto Café, Foothills Skate Park and Sahuaro Ranch Park are examples.
<p>#3 Develop innovative land acquisition strategies for new parkland development that focuses on providing amenities to minimize over programming of parks.</p>	<ul style="list-style-type: none"> Identify gaps in needed land for future planning. Prioritize schedule for land acquisition based on economics, and availability. Continue to work with private developers to acquire, and or develop quality parkland. Review and identify current programs citywide. Propose changes to city annual survey that will add park and recreation related questions. Develop data gathering survey tactics at facilities, in program booklet, and on web site. Review current funding strategies. Investigate funding options based on local, regional, national trends, and develop list to present to City Council, City Management, and Commissions for approval. Review General Plan for park and recreation facilities and open space element. Create a baseline based on historical cost of development. Develop cost model that establishes real cost data for land acquisitions, construction, maintenance and design. Update data in the model and complete annually. Continue to work with private developers to acquire, and or develop quality parkland. Develop a process to review and expand or retire a program or facility. Establish programs for City sponsored or general use program activities. Develop guidelines for recreational program design guidelines. Develop prioritized action plan to maximize cost efficiency for approval. Re-evaluate equity of park services each five years based on special and regular population census. Continue to work with private developers to acquire, and or develop quality parkland. Update CIP data annually. Update P&R Master Plan Equity Maps utilizing Planning Department staff. Continue to work with private developers to acquire, and or develop quality parkland. Review General Plan for P&R facilities and open space element and update guidelines. 	<ul style="list-style-type: none"> Neighborhood Parks and sports complexes developed in partnership with private developers and school districts. ABC Costing and Zero-Based Budgeting. New evaluation tool implemented October 05 Conducted on an on-going basis and as part of annual budget development process. Have plenty of data gathering survey tactics, utilized Internet survey tool - Monkey Survey to solicit input from the community. Staff attending grants training program. Hired grants coordinator for Copper Canyon program. 2010 - Formed Community Services Group Alternative Funding Team consisting of staff from Parks and Recreation, Library, Community Partnerships and Code Compliance. The committee is working on identifying opportunities for new funding sources. The 2010 Department Parks and Recreation Master Plan Update will also provide sources and recommendations for alternative funding. Developed a database that includes all projects and improvements with associated costs. Information is updated on an annual basis. Coordination plan review, ongoing. Complete: Greenway Granada 9/04. Ongoing - Park Acquisition & Development Plans have been completed for 28.8 sq. mi. strip annexation area 1/05 Review of programs and services reviewed on annual basis and as part of the budget planning process. ABC costing form with program proposal developed. Set aside park facilities for maintenance and turf replenishment In 2007, formed an Adaptive Recreation Program Advisory Committee. Working with FCD to acquire various properties. State trail – New IGA with FCD New River Trail. On-going annually. Ongoing, updated as part of the 2010 Parks & Recreation Master Plan Update.

Action Strategy	Action Item	Progress Update
<p>#4 Increase quantity and quality of open space linkages from neighborhoods to community and regional parks and to metropolitan open space systems.</p>	<ul style="list-style-type: none"> Develop a scope of services based on population density and population growth, existing impact fees process, and initiate the RFP process. Review neighboring open space/park connection opportunities. Recommend project funding through C.I.P. or similar budgeting process. Research existing open space systems and Master Plans to inform the Department on trends and well conceived open space systems. Consider street section design during open space Master Planning effort. Develop regional planning strategies with other governmental agencies for facility partnerships. Include art elements in the development of open space facilities and work with the Arts Commission and art advocates sharing in the design and funding of these projects. Negotiate with ADOT and Maricopa Association of Governments to add pedestrian and bicycle overpasses to roads, freeways, and railroads. Partner and coordinate efforts with Transportation to link parks with neighborhoods and schools. Add or improve overpasses at 71st Ave and 51st Ave on the Agua Fria Freeway, at Bethany Home Road connecting Bonsall North and South, and at 63rd Ave over the Rail Corridor. Obtain ADOT approval and seek ADOT funds and grants. See public approval in design and support by the neighborhoods involved. Seek design solutions that work with private ownership constraints and action strategy. Maintain trail linkages by creating bridge connections over canals at three different locations – two along the Grand Canal and one along the Arizona Canal. 	<ul style="list-style-type: none"> A consultant hired and a draft Open Spaces & Trails Master Plan completed, including recommended linkages, acquisitions and priorities for CIP Projects Ongoing. Participate on Valley Forward Trails and Open Space Committee. On-going. Continue to see trail alternative funding opportunities, work with Transportation staff in development of new trail connections. Through State Trails funding added new trail connection in Thunderbird Conservation Park. Included in the draft Open Space and Trails Plan completed in 2005. Continue to work with MAG and other adjacent jurisdictions to plan additional trail connectors and open space linkages. Ongoing. Continue to work with Arts Commission for design ideas and incorporating art into facilities and parks. Several examples that have been completed include the Glendale Adult Center, and Foothills Recreation and Aquatic Center. Sahuaro Ranch Park renovations will also include new artwork. Continue to work with Engineering and Transportation staff, bicycle committee and MAG for identifying projects. In 2011, a new pedestrian overpass will be completed at 63rd Avenue and 101 Freeway (Aqua Fria). <i>The 79th and Missouri Pedestrian Bridge was complete in 1/05. The Sunnyside Bridge was completed in 2006.</i> Additional trail linkages are in the final design / public input stage for Grand Canal / New River and New River to Northern Avenue. Construction to follow (Summer 2011) Continuous trail linkage was completed at the Grand Canal Linear Park from 75th Avenue to 95th Avenue. The trail will eventually be extended to the New River Trail
<p>#5 Evaluate and analyze each existing park and develop a plan to renovate five parks annually over the next ten years based on community demographic needs to provide safe and attractive open space amenities.</p>	<ul style="list-style-type: none"> Conduct analysis of park condition and age. Annually present recommendations based on this criteria to Park and Recreation Commission for approval. Prepare a realistic schedule that outlines a process to complete each redevelopment in two years (start to finish) Consider renovating Murphy Park into a Town Plaza adjacent to City Hall. Include shaded picnic facilities and playground amenities as a guideline for all parks. Develop a minimal acceptable guideline for the number of trees per acre in Glendale parks. Schedule two neighborhood meetings for selected park re-development planning. Partner with school districts to jointly use fields and courts. This would include the use of indoor facilities. Incorporate field rotation techniques to lessen the impact of field conditions. Identify acceptable guidelines for restroom building designs and determine their location in parks. Include future survey questions regarding the need for sports fields and 	<ul style="list-style-type: none"> Completed in 2010 as part of the Master Plan Update. Presented to the Commission as part of the CIP updates and the Department Master Plan Update. Included in the annual CIP budget planning process and priorities have been identified in the 2010 Department Master Plan Update. Murphy Park renovations were completed in 2005. As part of 2010 Master Plan Update identified areas that are in need of shade and playgrounds. Also, a community-side inventory completed in 2008 identified gaps and overlaps. The 2010 Department Master Plan Update includes an action strategy to develop a shade plan for the community. Public meetings have been incorporated for each neighborhood park redevelopment process. Entered into Intergovernmental Agreements with several school districts to develop parks and sports fields, such as Kellis and Copper Canyon High School Sports Fields. Sports Fields annual maintenance schedule completed and implemented Restrooms have been identified in the 2010 Master Plan Update as a priority for improvements.

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	<ul style="list-style-type: none"> • courts to monitor the demand. • Evaluate conditions of parks with flood irrigation, and determine cost/benefit to convert to an automatic irrigation system if conditions are deemed unacceptable for programming. • Review Thunderbird Park trails system and determine levels of improvement. • Consider adding an Environmental Learning Center. • Schedule two neighborhood meetings for selected park re-development planning. • Add more sport fields to the inventory and improve current field conditions. • Add automatic irrigation to sports fields that are currently being flood irrigated. • Incorporate xeriscape landscaping principles of any non-programmable spaces in parks to create attractive and low water-use environments. • Establish a water use program to determine inefficient use of irrigation and establish priorities for how and when parks get converted. 	<ul style="list-style-type: none"> • City-wide community inventory completed in 2008 to identify gaps and overlaps. The 2010 Master Plan Update included a city-wide community survey to also identify demand. • Updated inventory of park amenities including all plants and develop plan for replanting where applicable. Ongoing task. This process is used for any park improvement project. • Completed the 2006 Thunderbird Conservation Park Master Plan which identifies priorities and estimated costs for improvement that includes trails and an environmental learning facility. • Process is used in all park development. • Added Glendale Youth Sports Complex (five fields) and established annual field maintenance program and operational maintenance standards for all sports fields. Improved and installed perimeter fencing around the large soccer field to control use and protect the turf in Sahuaro Ranch Park. O'Neil Park is currently under renovation through funding from two grants to renovate the sports field area and install a perimeter fence to control use and protect the turf. • Ongoing. O'Neil and Brian Anderson Field have been connected to sprinkler irrigation and O'Neil has had flood irrigation reintroduced back to the park to improve the quality of irrigating large trees and other turf area. • Ongoing. This process has been implemented in all new developments, and is the model used in the existing park renovations. Low water use plants are being used in landscape improvement projects.
#6 Consider adding 8 gateways at the major entrances to the city to promote community pride through strategic enhancements and foster economic development opportunities for the city.	<ul style="list-style-type: none"> • Coordinate the review of land acquisition process with Engineering. • Initiate partnering request for development of gateways and identify alternative funding sources that are available. • Identify a method for designating and implementing the gateways. Artist/architect collaborations, design competitions, and local business sponsorships are alternative ways to implement gateway designs. 	<ul style="list-style-type: none"> • The gateways became a citywide topic in the years leading up to the Super Bowl. Action was moved to Economic Development and Marketing and Communications. While "Welcome to Glendale" signs were renovated. • Economic Development and the Centerline Project are addressing the completion of the gateways into Historic Downtown Glendale.
#7 Create new facilities that offer diverse recreational opportunities.	<ul style="list-style-type: none"> • Consider developing an environmental learning center at Thunderbird Conservation Park. • Consider adding an equestrian facility in the area near the confluence of Skunk Creek and the Arizona Canal. The complex should have safe access to the existing and proposed Bridal Path system and should have boarding opportunities 	<ul style="list-style-type: none"> • The Thunderbird Conservation Park Master Plan includes a Ranger/Environmental Learning facility and an outdoor seating space to be used for environmental education. • A specific site for an equestrian staging area was added to the Grand Canal Linear Park Trail system. Bridal trail was installed at 51st Avenue and leads to the Thunderbird Conservation Park trail system. An equestrian staging area is also located in Thunderbird Conservation Park. • Foothills Recreation and Aquatics Center, Glendale Adult Center, and the Glendale Community Center are a multi-generational center offering diverse opportunities for recreation and community socialization. • Rose Lane Pool was renovated to add diverse features. • New playground equipment such as Evos at Sahuaro Ranch offer diverse experiences. • Three dogs parks located at: Sahuaro Ranch Park, Foothills Park and Northern

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		<ul style="list-style-type: none"> Horizon Park are available to the public. Splash pads offer diverse water play at Western Regional Park and Sycamore Grove Parks. Elsie McCarthy Sensory Garden offers a multi-dimensional experience for the visually impaired. Skunk Creek, Thunderbird Paseo and the Grand Canal Linear Parks offer a wide variety of active recreation possibilities including using trails for bike riding, walking or riding horseback, watching wildlife and learning about native vegetation. These linear parks also offer open spaces for active sports or picnicking. The Foothills Skate Court and X-Courts offer action sport opportunities. Paseo Racquet Center, Glen Lakes Golf Course and Desert Mirage Golf Course offer public access to these traditional sports. Glendale Community Center was expanded to include space for the after school youth development program, senior programs and teen center. The Youth Sports Complex offers spaces for youth football and soccer. A partnership with Tolleson Union High School District offered a recreation center on school campus. The center is a catalyst for the Youth Workforce Development Program that offered 4 core programs – Culinary Arts, Sports Medicine, Public Safety and Entertainment/Tourism. Additional trail linkages are in the final design / public input stage for Grand Canal / New River and New River to Northern Avenue. Construction to follow (Summer 2011). The redevelopment of the Sahuaro Ranch Park ball field complex, by sharing outfield space, allowed for two additional lighted rectangular sports fields to be incorporated into the design of the field redevelopment project Various new neighborhood and community parks were improved or constructed.
#8 Create two adventure centers for emerging sports targeted to teens and young adults.	<ul style="list-style-type: none"> Make a recommendation for subsidy levels for facilities based on locations, demographic levels and the consumption level of the program. Create a set of acceptable programs as a result of the risk analysis. Develop a business plan for each site. Look at activities that have reached a level of national acceptance and develop guidelines for the appropriate level of service. Involve the City's risk manager on the programming and design team. Develop sponsorship package and target to regional and national sponsors. 	<ul style="list-style-type: none"> Centers are budgeted in out-years and a business plan at that time will address subsidy levels. Skate Court Advisory Committee developed to address Foothills Park issues. This type of facility has not been identified in the CIP process. Moved to year 4 in 2003. Do not plan to complete, as adventure centers are not part of CIP process. A Skate Court for skate boarders, and an X-Court for bikers and skateboarders were constructed. Each site includes a proshop/concession building, opened in October 2007 and offers a variety of retail items for sale.
#9 Develop four multi-generational recreation centers over the next ten years.	<ul style="list-style-type: none"> Review and update program and staffing policies to increase access to pools. Develop a demographic analysis around each site to project changes, based on target group, in demographic characteristics and needs 	<ul style="list-style-type: none"> Foothills includes activity opportunities with indoor racquetball courts and a climbing wall. Others will be addressed as budgeted. The Foothills Recreation and Aquatics opened its doors to the public on September 30, 2006. The center provides a safe place for all to recreate. Glendale Community Center was renovated and expanded in March 2004. The expansion of this neighborhood recreation center allows for seniors, teens, and youth programs as well as neighborhood use for rentals. The summer youth drop in recreation program was moved from Innes School to this center beginning

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	<ul style="list-style-type: none"> Develop agreements for public/public, public/private partnerships. Review land acquisition opportunities to the south of Rose Lane Park and develop for park use. Explore acquiring vacant property at areas in Planning Zone 2 and 3 for new multi-generation center. Program each multi-generation center with one specialty activity that other centers do not have. 	<ul style="list-style-type: none"> summer of 2007, saving school rental fees. The Glendale Adult Center was completed and opened to the public in July 2003. Besides senior adult programming, the center hosts the city-wide adaptive recreation program and special interest classes. It is also widely used for public rentals. Demographic analysis will take place as projects are budgeted and an in-depth analysis was completed as part of the 2010 Department Master Plan Update. New special interest class instructor contract developed summer 2005. Partner with Peoria Deer Valley HS, and Glendale Elementary School Districts to jointly use facilities. Delete Action. Property purchased by ADOT. A multi-generation center is a planned facility in the Western Area Regional Park master plan. All three multigenerational centers offer specialty programs.
#10 Renovate and expand existing recreation centers based on community demographics.	<ul style="list-style-type: none"> Include re-use opportunities in regional center business plan. Prepare facility and site analysis based on neighborhood parks, ADA, infrastructure, and programming. Facilities that isn't expandable and determined to be considered for divestiture that can be evaluated for sale, lease or reuse by P&R. Respond to neighborhood input in programming and design phase. 	<ul style="list-style-type: none"> Completed with GCC 05/04, minor renovations at Rose Lane Center that included interior and exterior painting, new signage and fire alarm system updates. O'Neil Recreation Center received external improvements including: paint, trim, resurfacing of planter box and signage. A CDBG Grant was applied for in the fall of 2010 for improvement to the Glendale Community Center. Final notification for funding will be made in July 2011. An Arizona Heritage matching grant helped fund a Building Conditions Assessment of all the historic structures at the Sahuaro Ranch Park Historic Area in 2007. The assessment identified \$385,000 in restoration and stabilization work. Work was completed in 2007-2008 and included new roofing and exterior painting on all key building structures. New flooring, grading and drainage, and a new walkway were completed on the Fruit Packing Shed. Funding for the projects was made possible through Cultural Facility and Preservation of Historic Properties bonds.
#11 Create new lighted sports fields and courts.	<ul style="list-style-type: none"> Assess functionality of existing lights. Identify needs assessment of lighted ballfields and sports courts. Prepare needs assessments for programs and market study to determine which markets Glendale wants to be competitive in. 	<ul style="list-style-type: none"> Completed Completed Community-wide inventory completed in 2008. Will be reviewed on a periodic basis.
#12 Develop a cultural arts and museum division that includes facilities.	<ul style="list-style-type: none"> Review the Cultural Arts Plan with Recreation Programs based on demographics, and build arts components in a majority of classes and programs. Start a dialogue with current not-for-profits to see if there is an opportunity to create a Parks and Recreation advocacy group. If so, move forward with recommendations. Meet with potential partners to assess opportunities to joint plan. 	<ul style="list-style-type: none"> Occurring and ongoing - Arts program now with Library. Adult Center permanent & rotating artwork collections. Annual performance at Sahuaro Ranch Park Historic Area of Ballet Under the Stars by Ballet Arizona Hosted an outdoor concert series at Sahuaro Ranch Park Historic Area – Sundays at the Ranch - in Spring 2008 on four weekends. Summer Band program profile heightened. Two annual art exhibits held at Sahuaro Ranch Park Historic Area in partnership with the Glendale Arts Council. The Special Interest Class Division offers programs within the areas of cultural

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<p>#13 There is an opportunity to create facilities that are expressed as needed by the community to provide diversity in programs and enhance the quality of life among residents.</p>	<ul style="list-style-type: none"> Add an 18-hole golf course to serve the need to increase golf and serve as a gateway to the southwest part of the community. 	<ul style="list-style-type: none"> arts, culinary arts, music and dance. Classes are coordinated to serve children, teens, adults and seniors. The Parks and Recreation Department partners with the Arts and Culture Division to provide art with new parks and facilities, i.e. Foothills Recreation and Aquatics Center with the art price Go, Go, Go by Gordon Huether. Skate Court and X-Court completed with concessions buildings. Splash Pads constructed at regional and community parks and as features in aquatic centers. Glendale Elementary School District schools utilized for after school enrichment programs, expanded programs through two 5-year grant cycles. Tolleson Union High School District utilized for youth workforce development program at Copper Canyon High School. Golf introduced to youth through the Hook a Kid on Golf and 1st Tee Programs. Football program expanded for youth through a HUB grant with NRPA and USA Football. The Glendale Youth Sports Complex completed Disc Golf Course expanded to 18 holes in Thunderbird Paseo Linear Park. Equestrian opportunities expanded with improved trails systems and access points (i.e.: Sunnyside Bridge). Neighborhood Park Development 1/sq mile and will be updated as part of the 2010 Department Master Plan Update. Lighted Marshall Ranch Bridge for improved safety and neighborhood/school patrons' use. Coordination of improvements for neighborhood recreation centers and neighborhood parks through Neighborhood Partnerships Office and CDBG grants Sports fields lighting at Kellis and Copper Canyon High Schools as cooperative agreement.
<p>#14 Establish guidelines and performance measures which reflect accountability to the community.</p>	<ul style="list-style-type: none"> Create staff and program guidelines for every program offered over a two-year period. Establish a minimum of three performance measurements for every program area. Train staff on evaluation process. Establish focus groups to develop the guidelines for the program. Price recreation and park services to non-residents based on level of benefit received Price recreation and park services to Glendale residents based on level of benefit received Consider allowing differential pricing to give residents priority. 	<ul style="list-style-type: none"> Completed with new Evaluation Tool – Oct 05; business plans are developed annually and include division and department measurable outcomes Completed Oct 05 and updated annually. Completed in 2005. Program planning document developed. Training sessions to be held to ensure consistent use by recreation staff to be completed by June 30, 2006. Completed 6/03 – A fee team has been established and meets on a bi-monthly basis to evaluate and update pricing policy and fees. Completed 6/03 – evaluate on a bi-monthly basis. Implemented differential pricing for sports field allocations, rentals, and programs. Pricing Plan was developed as part of this master plan process and updated as part of the 2010 Department Master Plan process. Operations Plans for all major areas of recreation were developed in 2007, and are updated annually. Program Planning and Evaluation Checklist was developed in 2007, and staff was trained on how to use this document that includes an activity based costing form, expected program outcomes and an identified method to evaluate program effectiveness. An electronic department policies and procedures file was established and is being utilized.

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<p>#15 Expand Ranger program to include increased visibility in all city parks provide customer service, park system info and partner with police to provide law enforcement support.</p>	<ul style="list-style-type: none"> Benchmark resources, job responsibilities with other cities to establish acceptable ratios/ Develop hiring strategy and resource management plan. Review volunteer program. Utilize website to recruit volunteer park rangers. Review and update administrative directives to include customer service activities. Review and update field services responsibilities. Include volunteers in responsibilities list. Review the formal orientation program. Develop program for regional training with other agencies. Continue to update the park ranger manual as needed. Update the web site to provide park facilities and park educational information. Explore utilizing more Glendale Police Department training resources. Establish a twice a year ongoing training program. Update trail maps for existing trails and new trails. Create specific handouts for regional site facilities (Thunderbird, Sahuarro, etc.). Create informational handout for park ranger and field services staff. Participate in council members' district meetings, and be in uniform. Visit park neighbors door to door, or utilize neighborhood partnership program, visit their meetings, and contribute to neighborhood newsletters. Develop a need assessment for services. Review crime statistics to establish needs. Define most effective transportation mode to solve need. Review district designations to establish needs for hires. Continue to update the park ranger manual as needed. Re-implement Park Watch program for year round schedule and re-install Park Watch signs. Develop outdoor education program and define role of park ranger 	<ul style="list-style-type: none"> Site inspections are conducted weekly by park maintenance staff, bi-weekly by maintenance supervisors; quarterly by division deputy and bi-annually by members of the Park and Recreation Commission Advisory Board. Park Maintenance Operations plans were completed for Thunderbird Conservation Park and Sahuarro Ranch Park during FY 07-08. Pool Maintenance Operations Plan was completed in FY 07 – 08. Successfully Obtained NRPA Agency Accreditation that requires the department to meet various best business practices that include addressing accountability. Master Plan Update Spring 2011 Development of a Marketing Plan for the Foothills Recreation and Aquatics Center Spring 2011 On-going Cash Handling Audit and Training – Spring 2011 Completed 6-30-04 Completed 7-1-04 Ranger supervisor goal for 06-07. Ranger supervisor goal for 06-07. Completed 2-1-04 with new SOP and ongoing. Completed 2-1-04 with new SOP and ongoing. Added during 06-07. Completed 2-1-04. Completed 6-1-04 and ongoing. Ongoing. Completed 07/03 Completed 2-1-04, ongoing. Completed 6-1-04, ongoing. Planned completion date 08/04. Have information on Sahuarro and Thunderbird gathered, just need to do the layout. Project completion date 09/04. Planned completion 09/04. Completed and ongoing participation. Ongoing neighborhood participation and neighborhood park watch presentations. Completed 6-30-04. Under review as of 7-1-04, ongoing through PD CHIPS reports. Completed ongoing reviews through Ranger logs. Completed 6-30-04. Updated as needed, ongoing. Re-implemented 7-1-03, ongoing reviews. A part-time coordinator is needed for the program to continue to expand. Currently limited to Thunderbird Conservation Park with Service Worker/Ranger at Thunderbird Park. Park Ranger Operations Manual Updated May 2008 Park Ranger Training Program has been developed, whereas, varying training opportunities will be offered 7-8 months out of the year including CPR, First Aid, Defensive Driving, and other Police Department Training opportunities. Meetings have been conducted with Glendale Police Department in an effort to provide increased Ranger Training opportunities including the use Pepper Spray and how to de-escalate situations.

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# 16 Develop a marketing strategy for each program area to target all age segments of the population.	<ul style="list-style-type: none"> Promote the use of touch-tone technology for registration. Evaluate expansion of Internet services for registration and park information distribution. None Select and prioritize four programs to determine market position and identify gaps in the market for those programs. Identify all service providers in the City and area by program group. Develop target promotional pieces to influence and retain the City market positions Create a park marketing plan for each program area, facility, and department as a whole. Increase public awareness of the services provided. 	<ul style="list-style-type: none"> Touch-tone dropped due to limited use and high maintenance cost (May 04). Internet registration began in 2008. Will need to discuss what four programs to focus on. Possibly youth BB/SB and youth soccer. Will need to discuss what four programs to focus on. Possibly youth BB/SB and youth soccer. A facility provider inventory has been completed as part of the Foothills Recreation & Aquatic Center Business Plan. Market analyses completed on a regular basis. Community-wide inventory completed in 2008 that identified gaps and overlaps in services. On-going for all programs, facilities, and the department. This item will be completed with the marketing plan recommendations for each program, facility, and department above. Increased the availability of information on the internet with pages that focus on specific services, facilities, programs and parks. Utilizing Constant Contact Internet program utilized by the Parks and Recreation Department - eBuzz electronic newsletter that can email to target market audiences within the community to keep them aware of new programs, services and department updates.
#17 Emphasize program services targeted towards grade school children, teens, families, seniors and special population groups.	<ul style="list-style-type: none"> City establishes its market position first. Identify existing programs that have outgrown the facility. Recommend adding "facility . . . or are no longer relevant. Review with partners the guidelines for the experience and seek to develop more facilities to serve the programs. Benchmark against other providers in the Valley. Network with service providers to develop comprehensive list of potential leaders for an advocacy group. Analyze current core programs and develop opportunities to add family components where there is a need. Gaps are communicated. The direction and decision made to go after the market or not is based on levels of cost recovery expectations. Establish on a program-by-program basis the recommendations to meet the unmet needs and match dollars to guidelines. Open new facilities to meet the demand. Match facilities to program needs. Balance number of participants to decrease over programming of facilities. 	<ul style="list-style-type: none"> Annually Department Marketing Plan developed annually as part of the NRPA Agency Accreditation requirement. Move establishment of program-by-program recommendations to July 30, 2005. Opened Adult Center, Foothills Recreation and Aquatic Center. Glendale Community Center expanded to accommodate additional programs and participants. Two additional a.m./p.m. programs were opened in 2004. Recommendation of additional facilities needed timeline is December 2008. Done, updates are ongoing. The Glendale Community Center, Rose Lane and O'Neil Community Centers and Foothills Recreation and Aquatics Center provide a safe, supervised haven for teens seven days a week. Adaptive Programs Citizen Advisory Committee formed September, 2007. Provides input on adaptive programming efforts. Maintains partnership with City of Peoria in cooperative adaptive programming. The department offers the Glendale Elementary School District Flag Football program which included 31 teams. Ten of the teams were comprised of "all girls" making it one of the largest girls youth football programs in the state. Established a Youth Workforce Development Program at Copper Canyon High School. Glendale youth took part in the Marcel Shipp Mini Camp which took place at the Northern Arizona University Sky Dome in Flagstaff, Arizona. The activity was made possible by additional funding obtained from the National Recreation and Park Association and USA Football. The city was able to provide more than 200 youth the opportunity to attend Arizona Cardinal Football games from tickets donated by the Cardinals organization. A youth football academy tour is offered to 14 after school sites at no cost to the

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		<ul style="list-style-type: none"> participants. The program gave children the opportunity to learn basic football related skills and components of the game. The sports division offered a youth soccer league that was played at the Bonsall Park In-Line Hockey Rink. The aquatics division re-introduced synchronized swimming and water polo to its summer schedule. The aquatics division offers new programs to area residents that include kayaking, snorkeling and discover scuba classes. Youth ages 11-15 are given the opportunity to become involved in the Junior Lifeguard Program. Many of these students go on to become employed as lifeguards at aquatic facilities throughout the valley. Contracted with Action Park Alliance (APA) on October 2007 to operate two proshop/concession buildings (one @ the Sk8 Court & one @ the X-Court). In addition the contract calls for a schedule of ongoing lessons, classes, clinics and events. Expanded programs and events at the Sahuaro Ranch Park Historic Area in 07-08 targeting children and families. New programs/events included Holiday at the Ranch, Adventures in History Summer Camp, Farm Education Days and Day at the Ranch Spring Break.
<p>#18 Promote G.R.A.S.P. as a city-wide youth development program in collaboration with other service providers.</p>	<ul style="list-style-type: none"> Train staff in developing youth program guidelines in program categories and the evaluation of program lifetime. Work with staff to develop an evaluation process to determine the social well being of youth. Identify a process to incorporate a set of core programs to be introduced into the G.R.A.S.P. program. Identify several markets to test and evaluate the benefits received and outcomes. Train staff in the evaluation process. Develop the same process for all other programs and benefits declared. Identify the baseline levels of youth crime, gang levels, dropout rates, and physical fitness levels to measure the improvement of social ills. Create a youth development program model throughout the city. Ensure all staff is properly certified. Change to ensure staff has necessary YDT core competencies. Incorporate the sections of the community and coordinate with the schools to develop the sites. Evaluate with the parents, kids, and school officials of G.R.A.S.P. their expectations for the program. Establish a benchmark analysis of pay elasticity for part-time position and ranges for all positions. Keep coalition of other departments working with the Parks and Recreation Department. Get all partners to agree that the impacts are correct. 	<ul style="list-style-type: none"> The Youth Development Training brochure has been completed. Training program outline is completed. Implementation scheduled for September 2004. Program lifetime evaluation scheduled for June 2006. Ongoing. The Youth program evaluation model research is complete. Department-wide youth program evaluation model to be created June 2006. Ongoing. The Youth Development Training brochures was completed and used to introduce concepts to other groups. Completed. Use the Glendale Community Center and Burton as the initial testing sites. Initial pretest scheduled for June 2005 and post test for July 2005. Not completed due to staff turnover. Move tests to June and July 2006. This recommendation is scheduled for May 2005. Initial training completed. Ongoing. Create benefits based model and apply, scheduled for June 2005. Model completed. Recommendation to create collaboration efforts scheduled for June 2006. The Youth Development Team brochure was created in the fall 2001. Completed. Certification will follow training scheduled for December 2004. Certificates were issued during department staff training in 2004. City staff collaborated with school officials to develop five ADHS licensed, fee-based programs. These programs better fit their community needs. Additional GRASP sites have been added through the Glendale Enrichment Opportunities (GEO) program. Creation of evaluation tool by December 2006. Benchmark analysis of part-time pay was completed in September 2002. A two-range pay level was developed. Pay scale is evaluated on regular basis. Our coalition effort is ongoing with Police, Fire, and Library. Completed training classes in Fall 2007-Spring 2008. M & I Bank provided funding for a lifeguard incentive program in the cities aquatics area. New lifeguards hired by the department were reimbursed for a

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		<p>portion of their Red Cross Lifeguard Certification fees.</p> <ul style="list-style-type: none"> Land-O-Frost provided additional funding in the amount of \$2,800 for additional youth sports team funding. Blue Cross and Blue Shield donated 4 Automated External Defibrillators to the citywide aquatics program at an estimated value of \$1,700 per unit. Additional funding was acquired from the National Recreation and Park Association and USA Football to enable the department to offer additional youth football related activities to area residents. As a direct result, the Glendale Elementary School District Flag Football League and the Glendale Recreation after School Program Youth Football Academy Tour was created. Southwest Ambulance donated 1 Automated External Defibrillator and provided 2 additional units at a reduced cost to assist with the safety of patrons utilizing aquatic facilities located in Glendale. Through the 21st Century Grant, the City of Glendale Parks and Recreation Department in partnership with the Glendale Elementary School District offers the G.E.O (Glendale Enrichment Opportunities) After-School Program at five schools. The G.E.O program grant will assist with funding at Desert Garden, Desert Spirit, Discovery, BiCi North, and Harold Smith. The grant provides funding of \$125,000 per school year (\$25,000 per school) to offset staff salaries. The city will continue to collaborate with Glendale Schools to provide the G.E.O program for the next five years. Developed a Youth Development Training Academy for all Youth and Teen Division temporary and full time staff. Youth Development programs that develop life skills in a safe and positive environment. Core programs include physical fitness, sports, special events, performing arts, educational enrichment activities, cultural awareness and special interest classes. Created a youth workforce development after school program at Copper Canyon High School in school year 2005-2006. Creation of Heart of Glendale Committee was established in January of 2006 to address the needs of the community, departments included: Code Compliance, Library, Housing, Community Partnerships, Council Office and Parks and Recreation. The Youth and Teen Division continues to partner with schools and local organizations to provide youth recreational opportunities.
#19 Enhance and improve existing, while establishing new partnerships with other service providers.	<ul style="list-style-type: none"> Identify potential partners by category (public, private/not for profit, and private) and identify why they would want to partner with the city. Establish the value of resources that the city can offer. Develop working agreements with existing partners and measure current equity levels. Work with partners to achieve equitable status. Continue to sell benefits of recreation. Review and assess amount of City contribution to school districts in an effort to gain equitable partnering relationship. Incorporating Hansen Program, GIS, and new irrigation technology. 	<ul style="list-style-type: none"> Identified partners i.e. NRPA, Hearts ,N Park, USA Football. Additional partner identification ongoing. Tangible asset inventory completed and ongoing. New IGA's with PUSD and TUSD call for annual planning between the City and Districts. As old IGA's are renewed, this model will be incorporated. IGAs to be reviewed in 05/06. Desert Valley modified in 05. Benefits Based Recreation Programming training conducted Nov 05. New participant questionnaire includes benefit survey. IGA' reviewed and updated as needed annually. The staff at the Sahuaro Ranch Park Historic Area worked closely with several community organizations to discuss partnership opportunities. The goal was to work collaboratively as much as possible to enhance the facilities and programs offered at this special historic property. Organizations include: The Arizona

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		<p>Early Day Gas Engine and Tractor Association, Glendale Arts Council, Arizona Agriculture Day Planning Committee, Glendale Historical Society, Glendale 20/30 Club, Ballet Arizona, Arizona Artists Blacksmith Association, and ASU West.</p> <ul style="list-style-type: none"> National Indian Council on Aging workers placed at Glendale Community Center to assist with front desk operations. Maricopa County Producing Leaders of Tomorrow Program (PLOT) and Arizona Call-a-teen Youth resources provide a curriculum of job readiness classes and also provide paid internship employment opportunities for teens in our recreation sites. Received funding in November of 2007 for three years from the Gila River Indian Community Grant in the amount of \$120,000 to assist in funding the Copper Canyon Youth Work Development Program. The National Indian Council on Aging (NICOA) we will utilize two senior trainees to administer front desk duties at the community center. Each NICOA employee works 20 hours per week and saves the Glendale Community Center's budget a total of \$14,140. Through the 21st Century Grant, the City of Glendale Parks and Recreation Department in partnership with the Glendale Elementary School District offers the G.E.O (Glendale Enrichment Opportunities) After-School Program at five schools. The G.E.O program grant will assist with funding at Desert Garden, Desert Spirit, Discovery, BiCi North, and Harold Smith. The grant provides funding of \$125,000 per school year (\$25,000 per school) to offset staff salaries.
<p>#20 Create a clear vision between all school districts and the city regarding how facilities and programs will be developed and how each party can gain equitable access for the level of investment made.</p>	<ul style="list-style-type: none"> Create a vision session for each school district to meet with city officials on creating a common vision and goal for recreation uses of city and School District facilities. Track direct and indirect costs for all hours of use by type of facilities by both partners. Create an equity study of the balance of facility use. Track maintenance damage. Create joint planning for each renovated or new City and School District recreation facility. Review and update IGA for each agreement in place. Update the recreational performance measures of each agreement. 	<ul style="list-style-type: none"> Ongoing with Glendale, Peoria, Tolleson and Pendergast. Will continue working with all school districts. Completed & ongoing. Strategic planning sessions have been held with GESD, PUSD, Pendergast and Tolleson. Costs are currently filed when provided by program coordinators. Nothing done on tracking direct and indirect costs. <i>Ongoing. Addressed through IGA's as joint use opportunities.</i> Completed 2004 (GESD). Completed 2005 (PESD, PUSD, TUSD). Will work with other departments to determine feasibility. Established an agreement with Kellis High School for shared use of lighted ballfields. Ongoing relationship with Cooper Canyon High School offering a teen program on their campus. Program ended in 2009. Working with the Boys and Girls Club and the Glendale Elementary School District for use of a club located on the campus of Smith School.
<p>#21 Create grants, alliances, partnerships and sponsorship functions to consolidate and coordinate efforts in the department to create more revenue.</p>	<ul style="list-style-type: none"> List all potential partners who create a match for the city. Rank each sponsor in a category. Create a clearinghouse process with the marketing division of the city to present proposals in a consistent format. Develop sponsorship activities to create one evening to market sponsors. Establish partners to underwrite staff training to improve on working with partners. Launch foundations that can help facilitate new or renovation projects. 	<ul style="list-style-type: none"> Database of sponsors continue to be updated. Also, included in Department Annual Report. Marketing tools developed include a Program/Support Overview brochure, publicity postcards, and a website. Special Events staff piloted a number of new fundraising efforts including developing sponsor packets, creating guidelines for in-kind support, targeted day of sales at events (e.g. souvenir items), and multi-event customized sponsorship proposals. Trained staff in general fundraising principals and practices. Goal is

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	<ul style="list-style-type: none"> Establish work policy for staff on how to work jointly with partners. Identify existing and potential partners. With existing partners, demonstrate equity in land and facility use. Train staff to leverage investments. Establish working agreement format for staff to negotiate agreements/track equity levels. Establish levels of partnership agreements. Establish criteria for meeting a flow chart of “yes” responses (from ethics committee reviewing GAPS plan for city on seeking outside-earned income). Set date to meet and establish process to partnerships and sponsorship for their review. Meet with other business leaders and individuals on the feasibility of starting a foundation to help facilitate new or renovation projects. Benchmark other successful foundations in the metropolitan area and evaluate whether the city should develop a parks foundation. 	<ul style="list-style-type: none"> to expand these efforts department wide in fiscal 2009-2010. Completed a department wide review of the Youth Scholarship Program and developed new policies and procedures with target implementation in January 2009. An additional goal to identify and develop new opportunities to raise awareness and funds for the program is targeted in fiscal 2010-2011. A department Policy & Procedure for Partnerships was created in 2007. CSG Alternative Funding Team continues to develop strategies for obtaining additional alternative funding. Alternative Funding has been identified as a priority in the 2010 Department Master Plan Update.
#22 Develop a hiring and training strategy plan based on levels of maintenance guidelines and program services and resources to exceed customer expectations.	<ul style="list-style-type: none"> Document and publish the requirement that licenses need to be on city or contractor personnel during work hours. Potential contractors and new employees must provide proof of license and be subject to review every six months. Verify conformance at six-month staff evaluation period. Clarify required certifications and licenses in department job descriptions. Develop handout with park facts including fee schedules, park hours, department philosophy and specific items for all Park Rangers and Field Staff. Should be bilingual. Review and update job task descriptions through a complete task analysis. Create an evaluation process for staff for each maintenance classification. Create and publish job descriptions and department expectations for staff to understand what is required to advance their careers. Evaluate continuing education/training needs at six-month review intervals. Develop promotion program for employees who gain from continuing education opportunities. Provide an orientation program customized to specific job classifications. 	<ul style="list-style-type: none"> New landscape maintenance contract requires contractor’s staff to have required certification in their possession. Department employee’s certification reviewed on an annual basis. Current job descriptions clarify required certification and licenses. 04/05. New hire handouts vary by department. <i>Is this the orientation manual that was developed for PT staff?</i> Completed 9/05. Ongoing Ongoing Each employee’s goals for 05/06-performance evaluations address their continuing education/training needs. Employee performance goals continue to reflect the need to address continuing education and training programs, including the city sponsored Glendale Leadership Academy for both non-supervisory and supervisory level staff. Internal review of landscape and restroom maintenance contracts conducted in FY07-08 and FY 08-09, resulted in enhanced processes of documentation and adherence to standards. Ongoing- staff meetings include training and professional development.
#23 Utilize currently available technologies and explore new to promote preventive maintenance efficiencies.	<ul style="list-style-type: none"> Require post-training follow-up with staff through the development of technical papers, or brown bag training sessions to distribute information to staff. Create quarterly program of in-house training and information sharing. Review current technologies within city system. Develop an annual review of design guidelines and replacement designations for current technology opportunities. 	<ul style="list-style-type: none"> Training incorporated into quarterly maintenance staff meetings. Maintenance staff attends APRA educational sessions and annual conference. Staff reports on training following conferences and seminars in staff meetings. Syllabus developed for year-round diverse program of in-house training. Work unit safety trainings and operational training are held on a regular basis and at least quarterly. Incorporated Hansen Program, GIS, and new irrigation technology. Annual Performance Goals for each Manager require they provide training opportunities for each staff member throughout the fiscal year. Each employee is required to attend specific training depending on their work assignment.
#24 Position Parks and Recreation within the city structure to where it	<ul style="list-style-type: none"> Evaluate what other departmental service providers may be duplicating 	<ul style="list-style-type: none"> Completed community-wide service inventory in 2008 to identify gaps and

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has the best opportunity to succeed.	<p>with City Parks and Recreation (juvenile department, transportation, neighborhood commissions, etc.). Identify how each department will work closer together.</p> <ul style="list-style-type: none"> • Evaluate other departments' willingness to partner with P&R. • Identify which department is in a better position to provide services. • Prepare and inventory of services. • Propose to have district offices program space included in future community centers. • Identify resources that can be shared with other Community Services Departments, and clarify value of inventory of those services. 	<ul style="list-style-type: none"> • overlaps of services provided to the community. • Successfully obtained NRPA National Agency Accreditation and met 100 of the best practice standards. Department recognized by City Council in 2009. • In partnerships with other departments, jointly offer programs and events to the community, such as the Bike Festival, Water Safety and the Green Festival. • Began Community Services Group hybrid committees to evaluate similar services provided by each department within the CSG group discuss and create goals on sharing of resources, outreach opportunities, marketing, fundraising and more. • N/A – districts eliminated in reorganization. • The 2010 Master Plan Update process included extensive analysis of services provided to the community.